

# **MELTON CITY COUNCIL**

# Minutes of the Audit and Risk Committee Meeting of the Melton City Council

4 August 2021

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# **MELTON CITY COUNCIL**

MINUTES OF THE AUDIT AND RISK COMMITTEE MEETING OF THE MELTON CITY COUNCIL HELD IN THE VIA A VIDEOCONFERENCE ON 4 AUGUST 2021 AT 12 NOON

Present: Mr R. Tommasini, Chairperson, Independent External Member

Mr F. Mansoor, Independent External Member Ms C. Gregory, Independent External Member

Cr K. Majdlik, Mayor Cr J. Shannon, Councillor

Attendance: Mr L. Shannon, Acting Chief Executive Officer

Ms LJ Mellan, Executive Manager Property & Projects

Mr B. Dosser, Manager Legal & Governance

Mr S. Rumoro, Manager Finance

Mr M. Domma, Manager Information Services

Ms K. Maher, Internal Auditor

Mr J Whitfield, Governance Coordinator

Mr A Ramdas, Risk Officer

Ms C. Santoro, Senior Administration Officer

# 1. WELCOME / ELECTION OF CHAIR (IF REQUIRED)

The Chairperson opened the meeting at 12.04pm and welcomed the committee members and attendees. New attendees briefly introduced themselves.

# 2. APOLOGIES AND LEAVE OF ABSENCE

Mr K.Tori, Chief Executive Officer
Mr D. Caligari, Manager Capital Projects

# DECLARATION OF INTEREST AND / OR CONFLICT OF INTEREST

Nil.

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#### 4. MINUTES OF PREVIOUS MEETINGS

#### RECOMMENDATION:

That the Minutes of the Audit and Risk Committee Special Meeting held on 24 June 2021 will be presented for adoption by Council at the Ordinary Meeting held on 2 August 2021 be noted.

#### Motion

Mr Tommasini/Cr Shannon.

That the Minutes of the Audit and Risk Committee Meeting held on 12 May 2021 and adopted by Council at the Ordinary Meeting held on 7 June 2021 be noted, and the Minutes of the Audit and Risk Committee Special Meeting held on 24 June 2021 and adopted by Council at the Ordinary Meeting held on 2 August 2021 be noted.

CARRIED

#### **AUDIT & RISK COMMITTEE DISCUSSION POINTS**

Discussion took place on the following matters raised by Committee Members:

 A recommendation was put forward by the Chairperson that in future a 'Discussion' and 'Action' section be included within the Minutes, against Agenda items, where the Committee deems it necessary.

The Committee members all agreed to this recommendation.

 A recommendation was put forward by the Chairperson in relation to future Audit and Risk Committee Minutes, that the draft Minutes be forwarded to all Committee members to peruse and provide any amendments if deemed necessary, prior to being tabled at the next Ordinary Council meeting.

The Committee members all agreed to this recommendation.

# 5. OTHER BUSINESS CARRIED OVER FROM A PREVIOUS MEETING

Nil.

4 AUGUST 2021

### 6. PRESENTATION OF STAFF REPORTS

# 6.1 ANNUAL WORK PLAN FOR 2021 AND TRACKING REPORT FOR AUDIT & RISK COMMITTEE ACTIONS

Author: Cheryl Santoro - Senior Administration Officer Presenter: Laura-Jo Mellan - Executive Manager Property and Projects

#### **PURPOSE OF REPORT**

To allow the Committee to check the agenda for this meeting against the *Annual Work Plan 2021* and to present to the *Tracking Report for Audit & Risk Committee Actions* as at August 2021.

#### RECOMMENDATION:

That the Council note that the Audit and Risk Committee checked the agenda against the *Annual Work Plan 2021* and reviewed the *Tracking Report for Audit & Risk Committee Actions* as at August 2021 and that no further action is required.

#### Recommendation 1

Cr. Majdlik/Mr. Mansoor

That the Council note that the Audit & Risk Committee checked the agenda against the Annual Work Plan for 2021 and reviewed the Tracking Report for Audit & Risk Committee Actions as at August 2021 incorporating the action items listed below.

**CARRIED** 

# **AUDIT & RISK COMMITTEE DISCUSSION POINTS**

Discussion took place on the following matters raised by Committee Members:

- Item 8 within the Annual Work Plan 2021 states the draft Budget be presented at the
  August Audit and Risk Committee meeting, but as the draft Budget was adopted by Council
  at its 28 June 2021 Ordinary meeting, it was agreed by all Committee members, that in
  future this item be moved from the August meeting and be tabled at the May Audit and Risk
  Committee meeting.
- Item 13 within the Annual Work Plan 2021 states the Committee review progress of any
  significant legal matters/proceedings facing Council, to be tabled at all meetings with the
  exception of the September meeting. It was agreed by all Committee members that a report
  on the progress of any significant legal matters/proceedings facing Council should be
  tabled to all meetings and to amend the Annual Work Plan 2021 to include a report for
  September.
- The Audit and Risk Committee Chairperson should meet with Councillors annually.

### Action:

Amend item 8 in the Annual Work Plan 2021, moving the draft Budget from the August meeting to the May meeting.

Amend item 13 in the Annual Work Plan 2021, to include this report within the September meeting. Set up a meeting for the Audit and Risk Committee Chairperson to meet with Councillors on an annual basis.

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### REPORT

# 1. Executive Summary

As requested at the Audit Committee meeting held 11 December 2019, the *Annual Work Plan, approved annually* and the *Tracking report for Audit & Risk Committee Actions* are presented to the Committee as a standing item on this agenda.

This agenda addresses all items in the Annual Work Plan 2021 scheduled for August 2021 and actions within the Tracking report with the exception of the following items which will be held over and presented to the September 2021 Audit and Risk Committee meeting:

- Report on action taken by Council addressing recommendations within the VAGO report on 'Maintaining Local Roads'
- Recommendations 1,2 & 4 covered off as part of completion of annual Financial Statements and audit in relation to VAGO report on 'Results of 2019-20 Audits: Local Government'.

# 2. Background/Issues

The Annual Work Plan 2021 is attached as **Appendix 1** and the *Tracking report for Audit and Risk Committee Actions* as at August 2021 is attached as **Appendix 2**.

This agenda addresses all items in the Annual Work Plan 2021 scheduled for August 2021 and Tracking report with the exception of the following items which will be held over and presented to the September 2021 Audit and Risk Committee meeting:

- Report on action taken by Council addressing recommendations within the VAGO report on 'Maintaining Local Roads'
- Recommendations 1,2 & 4 covered off as part of completion of annual Financial Statements and audit in relation to VAGO report on 'Results of 2019-20 Audits: Local Government'.

# 3. Audit Committee Annual Plan Reference

The Melton City Council Audit and Risk Committee Annual Plan references: 13. AC Charter

# 4. Financial Considerations

N/A

# 5. Consultation/Public Submissions

N/A

# Risk Analysis

N/A

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# 7. Options

Make a different recommendation to Council based on the Tracking Report.

# **LIST OF APPENDICES**

- 1. Audit & Risk Committee Annual Plan 2021
- 2. Tracking Report for Audit & Risk Committee Actions as at August 2021

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No	Charter Requirement	Charter Ref	Timing	Feb	May	Aug	Sep	Nov	Responsi Officer
inancial & I	Performance Reporting								
1	Review changes in significant accounting policies and disclosures	10.A.2	As Required						FM
2	Review Local Government Performance Reporting Framework changes	10.C.2	Annually			1			RPM
3	Review outcomes of audit, annual financial report and annual performance statement	10.C.3.84. 810.A.283	Annually				1		FM
4	Recommend adoption of annual financial report and performance report	10.C.7	Annually				1		FM
5	Review Quarterly Financial Management Reports	10.C.1 & 3	Quarterly	1	1		1	1	FM
6	Quarterly Investment Holdings Report	10.C.1	Quarterly	1	1	✓		1	FM
7	End of Year Capital Expenditure Report	10.C.1	Annually			-		1	CPM
9	Draft Budget	10.C.1 10.C.1	Annually Annually	-		-			FM FM
	Long Term Financial Plan	10.0.1	Annually			Ť			FM
ternal Con	ntrol Environment								
10	Review the adequacy and effectiveness of key policies, systems and controls and their consistency with Local Government Principles Refer attached plan	10.D.1&5 and 10.F.1	Half Yearly		1			1	Various Mar
11	Annual report on key systems and controls, any changes with same and any testing for compliance	10.D. 2., 3 & 4.	Annually		1				LGM
sk Manage	ement								
	Review status report of the risk register and actions being taken to manage								
12	identified strategic risks; ensure material risks are being dealt with appropriately	10.E.1-4.	Annually			1			RPM
13	Review progress of any significant legal matters/proceedings facing Council	10.E.6 & 10.C.6.	Quarterly	1	1	1		1	LGM
14	Review Council's insurance programme	10.E.5.	Annually			✓			FM
15	Review BCP framework and testing regime	10.E.7.	Annually		1				RPM
aud Preve	ention Systems & Controls								
16	Review Council's fraud and corruption plan including in relation to financial and non-financial controls	10.F.4 &5	Annually		1				RPM
17	Review reports of any subsequent investigation including suspected cases of fraud and reports to integrity bodies	10.F.3.&6.	As Required						RPM
ternal Auc	dit								
18	Review and approve 3 year and annual internal audit plans	10.B.2.3.&1	Annually	1					LGM
			,	_					
19	Review status of delivery of annual internal audit plan	10.B. 8.	Quarterly	-	1	1		1	LGM
21	Review scopes of proposed internal audit reviews  Review reports on internal audit reviews	10.B.4. & 1 10.B.5	Quarterly Quarterly	Ť	-	7		-	LGM LGM
22	Meet with internal auditor in the absence of management	10.B.9&10	Quarterly	1	1	1		1	ARC
23	Review progress by management on open audit recommendations	10.B.5	Quarterly	1	1	1		1	LGM
24	Review effectiveness of the internal audit function - achievement of Service Levels Performance Measures outlined in the Contract (commencing in 2nd year of any	10.B.11	Annually (comm 2nd						LGM
	contract)  Chairperson involvement in appointment of internal audit service provider	10.B.12 & 7	year) As Required						
25	Champerson interrent in appointment of marine asset service provises			l					
ternal Au	dit								
26	Review and approve external audit scope and plan	10.A.1.	Annually	·					FM
	Review and approve external audit scope and plan Discuss any audit issues encountered during the course of the audit	10.A.4.	Annually Annually	1			1		FM ARC
26	Review and approve external audit scope and plan Discuss any audit issues encountered during the course of the audit Review report on management responses to any audit findings and ensure			1	-		~		
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4 AUGUST 2021

MINUTES OF THE AUDIT AND RISK COMMITTEE MEETING 4 AUDIT AND RISK COMMITTEE MEETING 4 AUDIT AND RISK COMMITTEE MEETING 4 AUDIT AND RISK COMMITTEE MEETING 5 AND RISK COMMITTEE MEETING 6.1 Appendix 1 Audit & Risk Committee Annual Plan 2021

Additional Reports - A&RC Reports					
(i) The Chairperson will prepare a report to Council through the Chief Executive Officer on the Committee's activities twice per annum.	9				
One of these reports will be prepared after the meeting at which the annual financial report and the annual performance statement have been considered and recommended to Council for adoption, such report indicating how the Committee has discharged its responsibilities as set out in this Charter for the previous year.	9				
This report will need to be provided to the CEO with the approved minutes of the September meeting for presentation to Council at its meeting on 27 September 2021				*	
The second report is suggested to be in May. To be provided upon approval of the minutes to be included in the Council report for the Meeting to be held on 7 June 2021			1		

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Item 6.1 Annual Work Plan for 2021 and Tracking Report for Audit & Risk Committee Actions
Appendix 2 Tracking Report for Audit & Risk Committee Actions as at August 2021

#### Tracking Report for Audit & Risk Committee Actions as at August 2021

Audit & Risk Committee Meeting Date	Item No.	Report Title	Tracking Report for Audit & RISK Committee Actions as at August 2021  Action	Responsible Officer(s)	Task Sent Through	Completed
17/02/2021	8.1	VAGO Report on Sexual Harassment in Local Government	Council Officers report on action taken by Council addressing the recommendations within the report	U.Mellan - Acting Legal & Governance Manager	This item was held over	Tabled at the August meeting
12/05/2021	8.1	VAGO Report on Maintaining Local Roads	Council Officers report on action taken by Council addressing the recommendations within the report	S.Romaszko - Manager Engineering Services	Held over, to be presented at the September meeting	
12/05/2021	8.1	VAGO Report on Results of 2019-20 Audits:Local Government	Council Officers report on action taken by Council addressing the recommendations within the report	U.Mellan - Acting Legal & Governance Manager	Recommendations 1, 2 & 4 covered off as part of completion of annual financial statements and audit	Recommendation 3 Tabled at the August meeting.
12/05/2021	6.9	Significant Legal Matters Update	Report on review progress of any significant legal matters/proceedings facing Council.	LJ.Mellan - Acting Legal & Governance Manager		Tabled at the August meeting
24/06/2021	4.1	Ombudsman Report on Investigation into Melton City Council's engagement of IT company, MK Datanet Pty Ltd	Council Officers report on what Council information Mr M had/has (or now may have) access to, and detailing what Council officers have done to ensure that all necessary steps have been taken to prevent any further risks in this context to the Council sensitive information.	M.Domma - Manager IT Services	22/07/2021	Tabled at the August meeting
24/06/2021	4.1	Ombudsman Report on Investigation into Melton City Council's engagement of IT company, MK Datanet Pty Ltd	Council Officers report on the action taken for Management to put in place a procedure/process to ensure that all Council reports that go to Councillors have been fully vetted, checked appropriately, and signed off.		22/07/2021	Tabled at the August meeting
24/06/2021	4.1	Ombudsman Report on Investigation into Melton City Council's engagement of IT company, MK Datanet Pty Ltd	Council Officers email the Committee members on the following information: confirming that conflict of interest is included in the induction process-detailing what checks and balances are required for new employees and contractors (such as Child Safe, OH&S, Anti-Discrimination, Code of Conduct etc) - advising what processes have been put in place to strengthen management oversight over staff and particularly external contractors - detailing what processes are in place in relation to Council departments that experience high Staff turnovers to ensure employees are well supervised regardless of turnover.	N. Misurelli - Manager People & Culture	22/07/2021	Email sent to Committee members 26/07/2021

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# 6.2 Information Security Risk Associated with the Ombudsman's Report into Council Engagement of IT Contractor MK Datanet

Author: Mark Domma - Information Services, Manager Presenter: Mark Domma - Information Services, Manager

#### PURPOSE OF REPORT

To advise of any information security risks and remediation actions associated with the activities of Mr M's, which were subject to the Ombudsman's report into Melton City Council's engagement of IT contractor MK Datanet Pty Ltd.

# **RECOMMENDATION:**

That the Council note that the Audit and Risk Committee acknowledge the findings of the information security assessment.

#### Recommendation 2

Cr. Shannon/Ms Gregory

That the Council note that the Audit & Risk Committee acknowledge the findings of the information security assessment, incorporating the action item listed below.

CARRIED

# **AUDIT & RISK COMMITTEE DISCUSSION POINTS**

Discussion took place on the following matters raised by Committee Members:

 The Committee noted that names and signatures are visible within some of the attached appendices and should be removed to comply with privacy requirements prior to the Minutes being tabled at the next Council meeting.

#### Action:

That all names and signatures be removed from the attached Appendices prior to the Minutes being tabled at the next Council meeting.

#### REPORT

# 1. Executive Summary

An officer report on the information security risk posed by Mr M having had access to the organisation's information was an action resulting from the 24th June 2021 special audit committee held to discuss the Ombudsman's report on Melton City Council's engagement of IT company MK Datanet Pty Ltd.

The information security risk assessment included reviewing accessible information available to Mr M in the Authority information system and the ECM document management system. In addition, officers undertook an Authority information system and ECM document management system review to determine what information Mr M interacted with to determine any immediate risk.

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The results of the review found that Mr M was granted standard level access to organisation information. Standard access allows staff to undertake everyday tasks across the organisation and is information that the relevant custodian has determined to be low risk. The review also found that Mr M had little interaction with the organisation's information systems, which were limited to raising purchase orders within the Authority information system and registering technology architecture within the ECM document management system. These information interactions pose no immediate information security risk.

Any ongoing risk to the organisation's information was mitigated at Mr M's departure as the standard procedure is to disable computer access accounts and all information systems upon staff termination.

# 2. Background/Issues

A special audit committee meeting was held on the 24th June 2021 to discuss the Ombudsman's report on Melton City Council's engagement of IT company MK Datanet Pty Ltd. An action resulting from the audit committee meeting was that officers report back on what information Mr M accessed or could have accessed and the risk mitigation actions to protect Melton City Council's sensitive information.

The approach to the assessment of the information security risk posed by Mr M involved the identification of critical information possessed by the organisation relative to the nature of the Ombudsman's allegations, followed by a review of information accessibility by Mr M throughout his engagement commencing mid-2017 through to the end of 2019. Given the nature of the Ombudsman's report related to alleged fraud, the primary focus of the information security risk was on financial information and the ability to alter or process financial transactions. The secondary focus of the information security risk was what information was available to Mr M and what potential risks could arise from having access to such information.

Mr M was assigned a standard level of access to information that staff across a range of Council services require to undertake everyday activities and information that custodians determine to be low risk (appendix 1). The standard level of information access includes conducting inquiries on purchase orders, suppliers, financial transactions, permits, and customer requests (appendix 2). This information, primarily financial, resides within the organisation's Authority information system. The Authority information system cannot record accessed information, but it does log information processed or modified. A review of the authority information system log found that Mr M did not change or process information other than initiate several purchase orders (appendix 3), which requires supervisor approval to complete.

Like the standard level of information access granted to staff within the Authority information system (appendix 4), Mr M was granted standard access to documents that reside within the organisation's document management system, commonly known as ECM. The ECM system is capable of logging document access and modification. A review of the ECM logs found that Mr M used ECM to record documents relevant to his role as a technology architect (appendix 5).

Given the extent of the information available to Mr M relative to the nature of the allegations contained within the Ombudsman's report, the risk to council on Mr M's use of the organisation's information to do it or its citizen's and partners harm is low. The ability to view information related to permits, customer requests, financial transactions provided limited opportunity to undertake fraudulent activities considering that Mr M's computer access was deactivated by IT on his departure.

In conclusion, Mr M did not have information access that custodians, or subject matter experts, deemed sensitive. Mr M did not process or modify information, including financial information. Based on this assessment, the information security risk is minimal.

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#### 3. Audit and Risk Committee Annual Plan Reference

The Melton City Council Audit and Risk Committee Annual Plan references:

23. Review progress by management on open audit recommendations

#### 4. Financial Considerations

Not applicable

# 5. Consultation/Public Submissions

Not applicable

# 6. Risk Analysis

The purpose of this report is an information security risk assessment and the identification and implementation of mitigation actions to control any risks.

# 7. Options

That the audit committee accept the information security risk assessment or;

That the audit committee requests an expansion of the scope of the information security risk assessment.

#### LIST OF APPENDICES

- Mr M IT User Account Creation Form
- Authority Standard Access Levels
- 3. Mr M Authority Audit Log of Changes Query
- 4. ECM Standard Access Levels
- 5. Mr M ECM Document Management Views and Registrations

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Item 6.2 Information Security Risk Associated with the Ombudsman's Report into Council Engagement of IT Contractor MK Datanet

Appendix 1 Mr M IT User Account Creation Form



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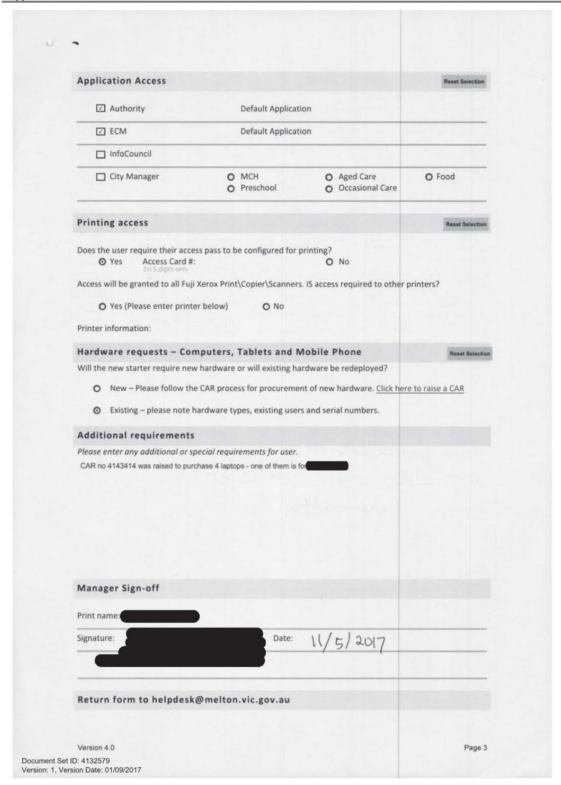
MINUTES OF THE AUDIT AND RISK COMMITTEE MEETING 4 AUGUST 2021
Item 6.2 Information Security Risk Associated with the Ombudsman's Report into Council Engagement of IT Contractor MK Datanet
Appendix 1 Mr M IT User Account Creation Form

to a new bond								Rose	nt Selecti	on
	set required? there already that can be used or is a new pl			provide the fi ber located o					ll be use	ed
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Item 6.2 Information Security Risk Associated with the Ombudsman's Report into Council Engagement of IT Contractor MK Datanet

Appendix 1 Mr M IT User Account Creation Form



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MINUTES OF THE AUDIT AND RISK COMMITTEE MEETING 4 AUGUST 2021
Item 6.2 Information Security Risk Associated with the Ombudsman's Report into Council Engagement of IT Contractor MK Datanet
Appendix 1 Mr M IT User Account Creation Form

IT USE ONLY: IT	COMPLETION CHECKLIST & SIGN-OFF	
Send ECM account se (see Q:\Troubleshoot	tup CAR to IM\ ing KnowledgeBase\New Starter Form New User Setup Procedure ver 4.docx)	9
User created/change	d* in Active Directory	W
User created/change	d* in Exchange	P
User created/change	d* in Authority	N
Message Labs Email I	ist updated	
Send Welcome Pack t	to user and advise Supervisor of completion. Advise if account is set to expire	H
If access to PoolCar re business unit	equired inform purchasing@melton.vic.gov.au of user email address and	
Form returned to Org	ganisational Development	M
	ne is populated in Authority and Active Directory in the following format +61 3 not done then they will not show in Jabber)	9
		-
	quired, has the CAR process begun?	
	ease sign and forward this completed form to People & Culture	
IT Representative: pl	ease sign and forward this completed form to People & Culture	
IT Representative: pl	ease sign and forward this completed form to People & Culture  Date: 12/05/17	
IT Representative: pl Print name: Signature:	ease sign and forward this completed form to People & Culture  Date: 12/05/17	
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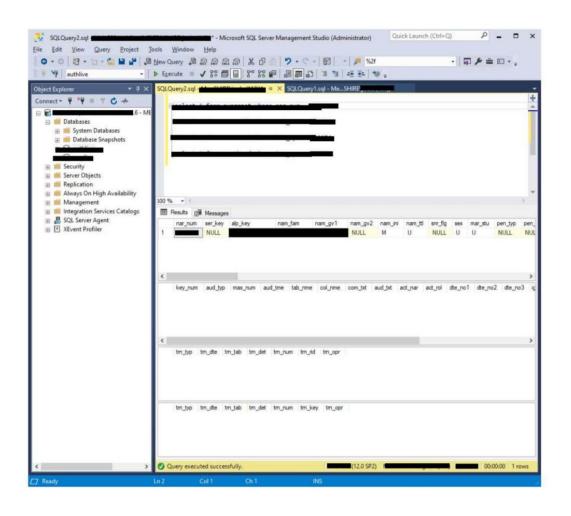
Information Security Risk Associated with the Ombudsman's Report into Council Engagement of IT Item 6.2 Contractor MK Datanet

Appendix 2 Authority Standard Access Levels

	Authority Role #4	Front end access	
Level 4	Level 3	Level 2	Level 1
	Enquiry	Purchasing	Administration
Purchase Order Enquiry	Enquiry	Purchasing	Administration
Supplier Enquiry	Enquiry	Purchasing	Administration
Product Code Enquiry	Enquiry	Purchasing	Administration
Enquiry - Ledger Trial Balance	Enquiry	General Ledger	Administration
Budget Enquiry	Enquiry	General Ledger	Administration
Alias Enquiry - No Restrictions	Enquiry	General Ledger	Administration
Transaction Enquiry	Enquiry	General Ledger	Administration
Alias Enquiry - No Payroll Details	Enquiry	General Ledger	Administration
Alias Enquiry - No Transactions	Enquiry	General Ledger	Administration
Alias Enquiry	Enquiry	General Ledger	Administration
Alias Enquiry - No Emp Names	Enquiry	General Ledger	Administration
GL Browser Enquiry	Enquiry	General Ledger	Administration
		Attachments	Applications & Register
		Applications (VIC)	Applications & Register
	Building Enquiry	Applications (VIC)	Applications & Register
	Subdivision Enquiry	Applications (VIC)	Applications & Register
	Planning Permit Enquiry	Applications (VIC)	Applications & Register
	Planning Enforcement Enquiry	Applications (VIC)	Applications & Register
	Development Plan Enquiry	Applications (VIC)	Applications & Register
	CDZ Plan Enquiry	Applications (VIC)	Applications & Register
	CAR Enquiry	Customer Action Requests	Customer Services
		Animal Details	Customer Services
	CAR Browser Enquiry	Customer Action Requests	Customer Services
	Transfer Officer Search	Customer Action Requests	Customer Services
	CAR Update/Entry	Customer Action Requests	Customer Services
		My Accounts	My Details
		Outstanding Tasks	My Details
		Requisition Entry	On Line Requisitioning
		Requisition Enquiry	On Line Requisitioning
		Purchase Order Print	On Line Requisitioning
		Goods Receipt Entry	On Line Requisitioning
		Purchase Order Enquiry - OLR	On Line Requisitioning
		Goods Receipt Reversal	On Line Requisitioning
		Requisition Approval Enquiry	On Line Requisitioning
		Purchase Order Receipting - OLR	On Line Requisitioning
		Recently Determined PAs (last 30 days)	Planning Applications
		Currently Advertised PAs	Planning Applications
		PA Enquiry	Planning Applications
		Council Links	Popular Links
		Employee Links	Popular Links
		Supervisor Links	Popular Links
	ECM	Council Links	Popular Links
	GIS	Council Links	Popular Links
	eKiosk	Employee Links	Popular Links
	View my Leave	Employee Links	Popular Links
	Outstanding Tasks	Employee Links	Popular Links
	NULL	Staff Transactions	Popular Links
	Payslips & Leave	Staff Transactions	Popular Links
	View My Leave	Staff Transactions	Popular Links
	NULL	External Web Sites	Popular Links
	Google	External Web Sites	Popular Links
	ovoga.	Online Requisitioning	Popular Links
	Requisition Entry	Online Requisitioning	Popular Links Popular Links
	Requisition Enquiry	Online Requisitioning	Popular Links
	nequiation enquiry	Browser Enquiry	Popular Links Popular Links
		Planning Applications	Popular Links Popular Links
	PA Enquiry	Planning Applications Planning Applications	Popular Links
	Recently Determined PAs (last 30 days)	Planning Applications Planning Applications	Popular Links Popular Links
	Currently Advertised PAs		Popular Links Popular Links
	Purchase Order Print	Planning Applications	Popular Links Popular Links
	ruiciase Order Print	Online Requisitioning	ropular Links

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Item 6.2 Information Security Risk Associated with the Ombudsman's Report into Council Engagement of IT Contractor MK Datanet Appendix 3 Mr M Authority Audit Log of Changes Query



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Item 6.2 Information Security Risk Associated with the Ombudsman's Report into Council Engagement of IT

Contractor MK Datanet

Appendix 4 ECM Standard Access Levels

#### **ECM Information Security Groups**

#### Accessible Information

GRP:All Staff

GRP:Information Services GRP: QAP Project Portfolio GRP: QAP IT Operations

#### **Denied Information**

3-13 McDonald Street GRP: QAP CEO

Activation Playgroups GRP: QAP Civil Operations
Affordable Housing Project GRP: QAP Civil Works
Comm Care PES - SCO GRP: QAP Community Capacity

Comm Care PES - Social Support GRP: QAP Community Participation and Engagement

Comm Care PES - Transport GRP: QAP Compliance Administration
Community Achievement Awards GRP: QAP Corporate Policy and Planning

DO NOT USE - GRP:IT Service Desk - Level 1

DO NOT USE GRP:IT Service Desk - Level 2

ECM Administrators

GRP: QAP Customer Services

GRP: QAP Design and Traffic

GRP: QAP Early Childhood

ECMREVIEW GRP: QAP Early Childhood Intervention

Economic Development - Investment Attraction GRP: QAP Early Years Partnerships

GRP Techone Onsite
GRP: QAP Economic Development and Tourism
GRP Waste Cleaning and Graffiti
GRP: QAP EEP Internal Communication
GRP: QAP Emergency Management
GRP: Bldg PAC Internal
GRP: QAP Enterprise Project Management
GRP: Building Receipting
GRP: QAP Environmental Health

GRP: Building Receipting
GRP: QAP Environmental Health
GRP: Cleanaway Internal
GRP: QAP Environmental Services
GRP: QAP Environmental Services
GRP: QAP Events amd Culture
GRP: Contract15/035
GRP: QAP Family Services Co-ordinator
GRP: Contract15/039
GRP: QAP Family Services HAP Only
GRP: Contract15/040
GRP: QAP Family Services IFS & HAP
GRP: Contract16/001
GRP: QAP Finance Administration

GRP: Contract16/002 GRP: QAP FYH Leadership
GRP: Contract16/003 GRP: QAP GIS

GRP: Contractor AlphaCorp GRP: QAP HACC Service Development GRP: Contractor Cleanaway GRP: QAP Home Based Services GRP: Contractor Metro Urban GRP: QAP Housing Services

GRP: Contractor Rentokil GRP: QAP Housing Services Co-ordinator

GRP: Parks GRP: QAP Human Resources
GRP: PLNG Enforcement Confidential GRP: QAP Information Management
GRP: POP Portfolio Office Project GRP: QAP Infrastructure Planning

GRP: QAP - Guideline Intranet GRP: QAP Learning and Development GRP: QAP - Procedure Intranet GRP: QAP Legal Services GRP: QAP Accounting Services GRP: QAP Leisure Centres GRP: QAP Ageing Well and Diversity GRP: QAP Libraries

GRP: QAP Asset Management GRP: QAP Local Laws
GRP: QAP Capital Projects GRP: QAP Major Developments

GRP: QAP Capital Projects Leadership GRP: QAP Management Accounting GRP: QAP Maternal and Child Health

GRP: QAP MCCHCF - Maternal & Child Health Forms

GRP: QAP Neighourhood Participation

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Item 6.2 Information Security Risk Associated with the Ombudsman's Report into Council Engagement of IT Contractor MK Datanet

Appendix 4 ECM Standard Access Levels

GRP: QAP Open Space Planning GRP:Contractor:JJRichards
GRP: QAP Parks and Open Space GRP:Contractor:JJRichards\_Donna
GRP: QAP Planning Enforcement GRP:Contractor:Works Infrastructure

GRP: QAP Planning Support GRP: Corporate Policy
GRP: QAP Procurement GRP: Council Redevelopment
GRP: QAP Property Services GRP: COVID-19
GRP: QAP Public Relations GRP: Covid-19 Safe Plans

GRP: QAP Rates GRP:Customer Requests Management
GRP: QAP Recreation GRP:Customer Service Unit
GRP: QAP Risk and Performance GRP:DJHS Strategic Project
GRP: QAP Risk Management GRP:Early Childhood Intervention

GRP: QAP Risk Management
GRP: QAP Social Planning and Wellbeing
GRP: QAP Statutory Planning
GRP: CAP Statutory Planning

GRP: QAP Strategic Infrastructure GRP:ECMSYS

GRP: QAP Strategic Planning and City Strategy GRP:Economic Development

GRP: QAP Strategies & Plans GRP:Economy & Planning Working Group in Council

GRP: QAP Waste Management GRP:Elections
GRP: QAP Western Bace GRP:Emergency

GRP: QAP Youth Services GRP:Engineering Registration

GRP: QAP Youth Services Leadership GRP: EPM- Online Project Management System GRP: QAP Youth Strategy and Engagement GRP: Families and Children

GRP: Waste Team GRP: Families and Children Wider Leadership
GRP: Aged & Disability Services GRP: Family Day Care

GRP: Animal Management GRP: Family Day Care Confidential

GRP:Asset Protection GRP:Family Services
GRP:Asset Protection Online GRP:Finance
GRP:Budget Submissions GRP:FOI

GRP:Building Services GRP:FOI Information Management

GRP:Business Concierge GRP:FOIEXEMPT **GRP:Business Growth and Sustainability** GRP:Food Act GRP:Cemetery **GRP:General Managers** GRP:CEO - LM GRP:Governance GRP:CEO Office GRP:Graffiti Team GRP:CEO-LM-GMCS-FC **GRP:Grants and Funding** GRP:CEOReview GRP:Health Act GRP-Child Safe **GRP:Healthy Communities** 

GRP:Child Sale
GRP:Childrens Coordinators
GRP:Clity Design
GRP:Clty Environment & Sustainability
GRP:Image Editing

GRP:City Landscape GRP:Information Security Working Group
GRP:City Strategy GRP:Information Sharing Authorised Person

GRP:CityWide Service Administration GRP:Information Sharing HSG
GRP:Commercial in Confidence Contractual GRP:Information Sharing IFS
GRP:Community Care Leadership GRP:Information Sharing MCH
GRP:Community Care Restricted Access GRP:Infringement Review
GRP:Community Planning GRP:Insurance Claims
GRP:Community Planning Leadership Group GRP:IS Leadership Group

GRP:Compliance GRP:IT Security
GRP:Confidential Minutes GRP:Kindergarten Central Enrolmen

GRP:Confidential Minutes
GRP:Contractor Outlook Environmental
GRP:Contractor:DownerEDI
GRP:Contractor:Four Seasons
GRP:Legal Services
GRP:Leisure Centre Staff
GRP:Contractor:Four Seasons
GRP:Local Laws

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Item 6.2 Information Security Risk Associated with the Ombudsman's Report into Council Engagement of IT

Contractor MK Datanet

Appendix 4 ECM Standard Access Levels

GRP:Local Laws - Parking

GRP:Managers

GRP:Maternal & Child Health GRP:Maternal and Child Health CBO GRP:Maternal and Child Health Leadership

GRP:Maternal Child Health Enhanced

GRP:Melton Hospital GRP:NAR Duplicate Customer

GRP:NAR Maintenance

**GRP:Occasional Care** 

**GRP:Occupational Violence GRP:OHS Committee** GRP:OHS Confidential

GRP:Organisational Development Confidential

GRP:PCDELETE

**GRP:PCDisciplinary GRP:PCG Abey Road Project** 

GRP:PCG Woodlea Active Open Space

**GRP:PDP Catering Workers** 

GRP:PDP Child Care Workers and Occasional Care

**GRP:PDP Childrens Services** 

GRP:PDP Cleaners

**GRP:PDP Community Bus Drivers** 

GRP:PDP Community Care

GRP:PDP Compliance

**GRP:PDP Food Services Workers** 

**GRP:PDP Graduate Engineers** 

GRP:PDP Home Care Workers

**GRP:PDP Leisure Services** 

GRP:PDP Maintenance Workers

**GRP:PDP Melbaac Support Workers** 

GRP:PDP Operations

GRP:PDP PAG Support Workers

GRP:PDP Parks and Open Space Maintn Group

**GRP:PDP School Crossing Supervisors** 

GRP:People and Culture

GRP:Playgroups

GRP:Policy Planning

GRP:Preschool Field Officer

**GRP:PSG Project Steering Group** 

GRP:PWG Woodlea Active Open Space **GRP:QAP Environmental Services** 

GRP:QAP-Human Resources

GRP:Rates

**GRP:Records Explicit Rights** 

GRP:Records Group

GRP:Recreation and Youth Leadership Team

**GRP:Reinstatment Inspection** 

GRP:Revenue

GRP:Risk and Performance Staff Management Confiden

GRP:School Building Authority

**GRP:Social Development** 

**GRP:Social Procurement** GRP:Strategic Planning **GRP:Supervisor Inspection** GRP:Supported Playgroups

GRP:Vacation Care **GRP:Venues GRP:Vic Roads** 

**GRP:Waste Services - Planning Applications** 

GRP:Western Rail Project

GRP:WWRR

**GRP:Youth Services Mentoring GRP:Youth Services Outreach GRP:Youth Services Programs & Events GRP:Youth Services Reconnect** Imagination Magic Database Injury Management

IT Leadership Record Keeping Improvement

Revenue CSU

Test ECM 2018B Upgrade

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Item 6.2 Information Security Risk Associated with the Ombudsman's Report into Council Engagement of IT Contractor MK Datanet

Appendix 5 Mr M ECM Document Management Views and Registrations

# **Document Event Report**

Number of Document Events Retrieved: 7 Report Date: 27-Jul-2021

From 01-Jul-2017 to 31-Dec-2019 ECM Document Set ID: Precis Contains: Event: 100 Performed By: Mr M

Date/Time	Event	Performed By	Further Detail
Events for Document - 5	176351 - Security Request	- Please reissue my building security	pass - lost my pass
24/04/2019 12:12:49	Registered	Mr M	
Events for Document - 5	301518 - audit_documents	.zip	
21/06/2019 10:39:05	Registered	Mr M	
Events for Document - 5	303056 - IT STRATEGY.pdf		
21/06/2019 10:20:52	Registered	Mr M	
Events for Document - 5	303101 - IT SECURITY_MCC	.docx	
21/06/2019 10:31:19	Registered	Mr M	
Events for Document - 5	303205 - MCC - Cloud Read	iness Assessment-Prz - V0.1.pptx	
21/06/2019 10:40:11	Registered	Mr M	
Events for Document - 5	303208 - PR 95-16 Enterpri	se Program - PCG Pack Sept 2018 - 20	180918v1.1.pptx
21/06/2019 10:40:44	Registered	Mr M	
Events for Document - 5	303210 - Enterprise_arcited	cture_technology.pptx	
21/06/2019 10:41:14	Registered	Mr M	

# Number of Document Events Retrieved: 7

#### Report Parameters

Date From = 01-Jul-2017
Date To = 31-Dec-2019
ECM Document Set ID =
Precis Contains =
Event = 100
Performed By = Mr M
Extended Criteria

Registered

Document Event Report

TECHONE\_USERS1 27-Jul-2021 14:11:04 Page 1 of 1

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# 6.3 VAGO AUDIT REPORT PROGRESS UPDATE (REFERENCE 20.1) ICT SECURITY POLICY & DOCUMENTATION

Author: Mark Domma - Information Services, Manager Presenter: Mark Domma - Information Services, Manager

#### PURPOSE OF REPORT

To advise the Audit and Risk Committee that actions arising from the VAGO Management Letter Audit Findings for 2019/20 regarding ICT physical security policy and related documentation (Ref 20.1) have been completed.

#### RECOMMENDATION:

That Council note the completion of the remediation actions arising from the VAGO Management Letter Audit Findings for 2019/20 and take no further action.

#### Recommendation 3

Ms Gregory/Cr Majdlik

That the Council note that the Audit & Risk Committee acknowledge the findings of the information security assessment, incorporating the actions item listed below.

CARRIED

#### **AUDIT & RISK COMMITTEE DISCUSSION POINTS**

Discussion took place on the following matters raised by Committee Members:

- Councillors are not notified when IT planned outages occur
- The Disaster Recovery document required an update to reflect some recent computer environment changes.

#### Action:

The 'Change Management Procedure' be amended to include that all Councillors are to be notified on any IT planned outages.

That a report be tabled back to the Audit & Risk Committee in relation to the required updates within the Disaster Recovery Procedure.

## REPORT

# 1. Executive Summary

A VAGO audit into the organisation ICT security documentation suite found some deficiencies that required remediation to reduce organisation information security risks.

These deficiencies were;

- · Absence of an ICT Physical Security Policy
- Information Security Policy and Change Management Process require endorsement
- IT Asset Management Policy and Disaster Recovery documents required review

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The remediation actions have been completed with the following policy and procedures endorsed by the Executive on 6/5/2021.

- Information Security Policy endorsed
- IT Physical Security Procedure (ICT Physical Security Policy) endorsed
- Change Management Procedure (Change Management Process) endorsed
- Technology Acceptable Use Procedure (IT Asset Management Policy) endorsed
- Disaster Recovery document reviewed and updated

# 2. Background/Issues

VAGO undertook an audit into the information security practises of the organisation. Robust information security organisational practise is critical to reducing operational risk. The organisation has embarked on an Information Security Program to lift staff awareness of information security risks as well as implement procedures to strengthen the organisation's information security posture.

The audit reviewed ICT security-related documentation and found deficiencies in

- Lack of an ICT physical security policy
- Information security policy was developed and awaiting endorsement
- Change Management Process was developed but required a review before endorsement
- IT Asset Management Policy was overdue for a review
- Disaster Recovery document required an update to reflect some recent computer environment changes

Management agreed with the findings acknowledging that the Information Security Program is developing an information security framework that incorporates a range of procedures that extend beyond the results of this audit.

#### 3. Audit and Risk Committee Annual Plan Reference

The Melton City Council Audit and Risk Committee Annual Plan references:

28. Review report on management responses to any audit findings and ensure appropriate and timely

# 4. Financial Considerations

Not Applicable

## 5. Consultation/Public Submissions

Not Applicable

### Risk Analysis

Not applicable

# 7. Options

The committee can

- 1) adopt and provide the recommended motion to Council
- 2) seek further information

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# **LIST OF APPENDICES**

- 1. Endorsed Policy, procedures and reviewed documents.
- 2. Information Security Framework

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Item 6.3 VAGO Audit Report Progress Update (Reference 20.1) ICT Security Policy & Documentation Appendix 1 Endoresed Policy, procedures and reviewed documents.

MELTON	Information Security Policy
Version No.	1.0, 6 May 2021
Endorsement	General Manager, Corporate Services, 3 May 2021
Authorisation	Chief Executive Officer, 6 May 2021
Review date	6 May 2024
Responsible officer	Information Technology Manager
Policy owner	Information Security Officer

#### 1. Purpose

The purpose of this policy is to form the overall information security framework that will protect the reputation, service delivery and financial capacity of the Council through the establishment of controls that maintain and protect the confidentiality, integrity, and availability of Council information assets, and also supporting compliance to the Victorian Protective Data Security Framework.

#### 2. Scope

This policy applies to;

- All information obtained or held by the Council, whether it be physical or digital, and whether
  it was obtained or held in connection with the function of the Council or not.
- Any person or entity that obtains or holds information to conduct Council business whether the business activity is undertaken by the Council or on behalf of the Council.

### 3. Definitions

Word/Term	Definition
Information asset	A body of information, defined and practically managed so it can be understood, shared, protected and used to its full potential. Information assets support business processes and are stored across a variety of media and formats (i.e. both paper-based as well as electronic material).  Information assets have a recognisable and manageable value, risk, content and lifecycle. These include the systems (infrastructure, networks and software applications) that the information resides upon.
Information Security	A risk management process designed to safeguard information assets and systems in a way that is proportionate to threats and supportive of business outcomes. It uses a combination of procedural, physical, personnel, information and ICT security measures designed to provide government (organisations) information, functions, resources, employees and clients with protection against security threats.

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Availability	The desired state that allows authorised persons access to defined information for authorised purposes, at the time they need to do so.	
Integrity	The assurance that information has been created, amended or deleted only by the intended, authorised means and is correct and valid.	
Confidentiality	The limiting of public sector information to authorised persons for approved purposes. The confidentiality requirements is determined by considering the potential impacts of unauthorised disclosure of the public sector information.	

#### 4. Policy

Information is a critical asset that enables the Council to fulfil its legislative function. The effective use and protection of Council information assets allow it to deliver its services, provides community transparency and protects the community, stakeholders and the organisation from harm. This policy puts in place and supports a principles-based information security framework underpinned by information security-related procedures to safeguard the Council's information assets to enable it to achieve its objectives. Below are the principles this policy adheres to.

- Accountability: Accountabilities will be assigned to an individual for the management of the information security framework and program and to relevant custodians for the management of information assets and cyber security risks associated with their respective lines of business.
- Continuous improvement: The Council will maintain an information security program that
  assesses the external and internal security landscape and systematically addresses information
  security deficiencies.
- Assurance: The information security program will be integrated into the enterprise risk management framework and have senior management oversight.
- Controls: Information assets will be appropriately classified and control applied according to relevant legislation, standards, policies, procedures, and risk-based threat assessments.
- Monitoring: Council will proactively monitor the confidentiality, integrity and availability of its information assets.
- Reporting: The Council will monitor, measure, and report the status of its information security program to relevant government entities and various Council audits.

### **Policy Breaches**

Adherence to this policy and associated procedures is mandatory for any entity in scope as defined under Scope section of this policy. Any staff member found in breach of this policy shall be subject to Section 7 of Council's Code of Conduct policy which may result in disciplinary actions. Additionally, any entity or supplier found in breach of this policy may result in terminating or cancelling the current service with the Council.

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#### 5. Responsibility/Accountability

# **Chief Executive Officer** The Council's CEO is responsible as the ultimate sponsor to ensure the policy is enforced and adhered to Responsible for the effective operations of the Council, including being accountable to the Council for the effective management of all risks to those operations Information Technology Manager • The manager owns information security at Council. The role is accountable for: o Ensuring Council's information assets are protected in accordance to Council's risk appetite o Ensuring compliance with external standards and frameworks o Providing leadership and direction in managing information security at Council o Reporting any risks that exceed Council's appetite in the corporate risk register o Delegating various aspects of information security to the technology team accordingly 5.3 Information Security Officer · Responsible for the operation of the programme of information security in accordance with this policy and supporting standards. This includes: o Development and implementation of systems, strategy, policies, and procedures o Monitoring and auditing compliance with strategy, policies, systems and procedures o Ensuring that information about Council's information management policies, systems and procedures is communicated throughout the organisation General Managers, Managers, and Supervisors · Embed the information security policy and supporting procedures into the work practises of staff, contractors and volunteers and monitor their adherence · Understand their role as information asset custodians and implement the appropriate information security controls as directed by the various information security related Responsible for ownership and management of information security risks identified through operations or audits and the implementation of appropriate controls

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Consult with the Information Technology Manager for guidance or assistance with information security related risk mitigation controls

#### 5.5 Council staff, contractors and volunteers

- In accordance with section 125 of Local Government Act 2020, council staff must not intentionally or recklessly disclose information that the person knows, or should reasonably know, is confidential information
- Ensure that Information assets handled, regardless of format or location, will be secured according to the information's level of sensitivity, criticality, and risk
- Familiarisation and compliance with the information security policy and the relevant standards, procedures and undertake appropriate training
- Exercising duty of care to protect information from intentional or accidental disclosure, modification or destruction; and
- Reporting breaches or suspected breaches, weaknesses in systems or services in accordance with IT Helpdesk procedures

#### 6. Reference to Legislations and other documents

Name	Location	
Public Records Act 1973	https://www.legislation.vic.gov.au/in- force/acts/public-records-act-1973/041	
Privacy and Data Protection Act 2014	Privacy and Data Protection Act 2014	
Privacy Amendment (Notifiable Data Breaches) Act 2017	https://www.legislation.gov.au/Details/C2017A00012	
Local Government Act 2020	Local Government ACT	
Victorian Protective Data Security Framework	https://ovic.vic.gov.au/data-protection/framework- vpdsf/	
ISO/IEC 27001:2013 Information Security Management Systems (ISO 27001 Standard)	https://www.iso.org/standard/54534.html?	
Melton Privacy Policy	Melton City Council Privacy Policy	
Code of Conduct	\Intranet Pages\Policies and Procedures.Policies files	

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# 7. Appendices

#### **Supporting Procedures**

All practices and procedures concerning information security within the Council are to be in accordance with this policy. This includes:

- · Records Management Procedure
- · Information Security Awareness and Training
- Technology Acceptable Use
- · Change Management
- IT Physical Security
- Vulnerability and patch management
- Open Data Procedure
- IT Access Control
- Security incident response
- · Password Standards and Procedures
- Disaster Recovery Procedures
- Remote Access/Teleworking
- IT Business Continuity Planning
- Security Standards

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MELTON	IT Physical Security Procedure	
Version No.	1.0, 6 May 2021	
Endorsement	General Manager Corporate Services, 3 May 2021	
Authorisation	Chief Executive Officer, 6 May 2021	
Review date	6 May 2024	
Responsible officer	Information Technology Manager	
Procedure owner	Infrastructure Coordinator	

# 1. Purpose

This procedure aims to enable the Council to reduce the risk of damage or loss of its physical IT assets, which may result in data being compromised.

#### 2. Scope

This procedure describes the physical access controls over all Melton City Council (MCC) owned IT assets and information located on MCC premises to reduce the risk of theft and damage that could impact MCC service delivery, finances, or reputation.

This procedure applies to all MCC employees, contractors and service providers who use IT assets or require access to MCC equipment or information regardless of physical location, e.g. MCC Offices, Field and Home.

#### 3. Definitions

Word/Term	Definition  IT equipment including workstation, computer, telephone, notepads, mobile devices etc.	
Device		
IT Facilities	Melton's data centres are located off-site, hosted by external service providers, and access is governed by the service provider physical security practices.  This procedure only applies to equipment located on MCC facilities.	
IT User	Any person authorised to use, operate, install or maintain informal systems, IT equipment, corporate information to support Council operations and services including, but is not limited to, employees councillors, contractors, visitors and volunteers.	
Workstation Area	staff working area which have council provided IT peripherals such a a computer, telephone, and mobile devices. Users working area including council provided space and home office or work area.	

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#### 4. Procedure

#### 4.1. Using IT Equipment

The following applies to Users with Council supplied or their own equipment and caters for the different physical environments:

#### 4.1.1. Work Area / In the Office

- Users must lock their device when leaving their desk unattended. For workstations/laptops pressing Control+Alt+Delete, mobile devices selecting the lock button or feature.
- Users shall not leave any paper notes, portable hard disk drives, USB drives, etc. containing critical information unattended e.g. financial, customer information.

#### 4.1.2. Work Area / At Home

In addition to 4.1.1:

- Users must not allow anyone to use their Council supplied device.
- Users using their own device must ensure that sensitive data is not accessed or viewable by any other person.

#### 4.1.3. Mobile Device/On the Road

- All devices must be securely locked away and out of sight when leaving the vehicle unattended
- · Any lost devices must be reported to IT Service Desk as soon as possible.
- · Users must not leave their device unattended.
- Users must ensure that sensitive information cannot be viewed or accessed from public places.

#### 4.2. Melton IT Facilities

General site access to facilities is managed by Property Services. Contractors from authorised Managed Service Providers will work on IT and Communication infrastructure and require access to the rooms and related Equipment e.g. Telstra, electrical contractors.

When accessing rooms with IT equipment the following applies:

- All Contractors must register using Council's Visitor Register before being granted access.
- Access to IT equipment cabinets is granted and managed only by IT Help Desk or IT Infrastructure Management Staff, including office and afterhours access.
- Council's representative is responsible for overseeing the work carried out and escorting the contractor into and out of the facility.

# 4.3. Reporting Information Technology Security Incidents

- All actual or suspected security incidents are to be reported as soon as possible to the IT Service Desk. Examples include – stealing, accessing another person's IT equipment, unknown users accessing the communications cabinet, users leaving sensitive information on their work area.
- The IT Services Desk officer shall log all details into the IT Help Desk system and if deemed high-risk inform Information Security Officer who will determine the best course of action.

#### 4.4. Compliance and Reporting

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Compliance to this Procedure is covered by:

- Provide quarterly summary incident report recorded in the IT Help Desk system to the Information Security Officer.
- Conducting an annual external compliance Audit e.g. checking resolution of IT Physical Security Issues, conducting interviews, spot checks.

#### 5. Responsibility / Accountability

5.1	Information Technology Manager		
	<ul> <li>Ensuring this procedure is communicated to all IT Staff.</li> <li>Report any high risks issues to Executive.</li> </ul>		
5.2	Information Security Officer		
	<ul> <li>Overseeing compliance audits.</li> <li>Assessing incidents and taking action with the appropriate Manager/Supervisor to resolve issues.</li> <li>Assessing high risk IT Help Desk incidents reported determining the best course of action.</li> <li>Reporting high risk incidents to the IT Manager.</li> </ul>		
5.2	Service Desk Management Coordinator		
	<ul> <li>Producing and managing the IT Help Desk incident report on a quarterly basis.</li> <li>Reporting potential high-risk incidents to the Information Security Officer.</li> </ul>		
5.3	Infrastructure Coordinator		
	<ul> <li>Communicating this procedure with IT managed service providers.</li> <li>Completing an annual physical security audit of Council's IT facilities.</li> <li>Ensuring that these providers adhere to this procedure.</li> <li>Initiating a Compliance Audit of this Procedure.</li> <li>Annually reviewing service providers certification to ensure they comply with relevant Physical Security standards e.g, checking for currency, non-compliance</li> </ul>		
5.4	General Managers, Managers, and Supervisors		
	<ul> <li>Taking action to resolve security issues.</li> <li>Monitoring users (staff, visitors and contractors) under their supervision to ensure that they are aware, understand and comply with this procedure.</li> <li>Identify risks and issues and reporting them to the IT Help Desk.</li> </ul>		
5.5	Users		
	<ul> <li>Reading and understanding this procedure and seeking any clarifications.</li> <li>Adhering to this procedure and reporting any incidents to the IT Help Desk.</li> <li>Exercising duty of care to protect IT peripheral equipment from intentional or accidental disclosure, modification or destruction.</li> <li>Developing an adequate level of physical security awareness, education, and training to ensure they have an appropriate understanding of information security.</li> </ul>		
5.6	IT Services Desk officer		
	Logging all details into the IT Help Desk system and for high-risk incidents notifying the Information Security Officer.		

#### 6. References and links to legislation and other documents

Name	Location
Information Security Policy	http://Intranet/Pages/home.aspx

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M E L T O N	Change Management Procedure
Version No.	1.0, 6 May 2021
Endorsed:	General Manager Corporate Services, 3 May 2021
Authorisation	Chief Executive Officer, 6 May 2021
Review date	6 May 2024
Responsible officer	Information Technology Manager
Procedure owner	Enterprise Applications Coordinator

# 1. Purpose

This document defines the IT Change Management Procedure for Melton City Council's (MCC) technology and information systems.

This procedure ensures that changes to MCC's technology and information systems are effectively undertaken to protect its service delivery, integrity of information and ensure high availability of systems.

# 2. Scope

This procedure outlines the change management lifecycle. It applies to any changes to IT systems which are initiated from a variety of sources including projects, maintenance and service requests and are within the control of Melton City Council IT department or hosted on MCC's servers e.g. GIS, library systems, building maintenance.

## 3. Definitions

Word/Term	Definition
Change Proposal	A high-level description of a change to any IT system, including potential service introduction, removal or significant change to a service or service assets.
Standard Change	Changes that are pre-approved and which are low risk, relatively common and follow standardised documented procedures or work instructions.
	Normally this type of change is delegated (execution and approval) to the IT Service Desk.
Normal - Minor Change	A planned change which impacts the MCC IT landscape and can include the installation of a new application or infrastructure, the modification of an existing application or infrastructure, decommissioning of existing applications and infrastructure.
	A category of changes with a certain (lower) risk profile, limited number of steps and lower level of authorisation level and are approved by the Change Manager.

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Normal - Major Change	A category of changes with a certain (higher) risk profile, higher number of steps and higher level of authorisation level. E.g. delegated to the Change Advisory Board (CAB).
Emergency Change	A change intended to repair a substantial error or address a serious security issue that can or has negatively impacted the integrity, confidentiality or availability of MCC's IT Systems and information.

# 4. Procedure

#### Overview

Change Management ensures that necessary changes can be assessed for their business and technical impact, approved, scheduled, and implemented in a controlled and documented manner.

All change requests must go through the following:

- Creating a charge proposal request, for emergency changes the proposal can be created after implementation
- 2. Categorising the change
- 3. Assessing the proposal
- 4. Implementing the change

# 4.1 Creating a Change Proposal Request

- All Requests for Change (RFC) proposals must be raised on MCC's Sharepoint intranet change management page. Change Approval Board – Home. All Change Proposals and their status are listed on this site.
- The Change Requestor must seek input from the appropriate IT area before submitting a Major Change
- An Emergency Change Proposal can be raised retrospectively.

# 4.2 Categorising a Change Request

The Change Requestor will need to select the Change Category Type they are proposing. If the Change Requestor is unsure, they can seek clarification from the IT Service Desk team, the Application Analysts' team or with the Change Manager directly.

Change Requests Types (refer to definitions above)

## Standard Change

- The IT Service Desk will verify if the change request type has been correctly classified as a Standard Change.
- Normal Minor or Major.
- Emergency This must be agreed to by the Change Manager, Enterprise Applications Coordinator, Infrastructure Coordinator and IT Service Desk Coordinator.

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#### 4.3 Approving a Change Request

#### · Standard Change

o Standard change requests are automatically approved.

#### Normal Change

- All Normal Changes are reviewed by Change Advisory Board (CAB)who will provide advice and recommendations to the Change Manager.
- Minor
  - Changes are approved by the Change Manager within one week of receiving the change request.
  - The Change Manager may reclassify the change request as Major and refer it to the Design Advisory Group (DAG)
- Major
  - Changes/initiatives are to be approved by DAG, who meet weekly.
  - For change requests that are rejected, DAG will make suggestions or require further information for future approval.

#### Emergency Change

- All Emergency Change requests must be raised to the Change Manager, who will convene a discussion with the Change Requestor and the appropriate stakeholders e.g. the Enterprise Applications Coordinator, Infrastructure Coordinator and Service Desk Coordinator, Information Security Officer.
- The Change Manager must review the proposed change and evaluate whether the change should proceed, with the understanding that the change has not been thoroughly planned, designed or tested and is focused on resolving an issue that is of a high impact.

## 4.4 Implementing a Change Request

- Authorised changes will be deployed into the production IT landscape by the relevant project groups with help from other IT staff as needed.
- Depending on the size of the change and if it is an emergency change, there
  may be checkpoints and go/no go decision points to ensure that there are no
  adverse effects to the production environment.
- After the change event, the Change Manager must create an entry in the Change Log located on the Change Management Sharepoint site, regardless of whether the change was successful or not.
- After the implementation has been active for two weeks, a post implementation review is performed for all Major Normal and Emergency Changes.

# 4.5 Compliance and Enforcement of Procedure

Compliance and effectiveness of this procedure is covered by a monthly report that includes:

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- Number of unauthorised changes that are detected target 0%
- Number of unplanned outages as a result of a Change Request being implemented – target 0%

The report will be reviewed by the Change Manager who will record all non-compliances in MCC records management system and address the non-compliance with the appropriate User and inform their line manager.

Note: Compliance to this procedure will exclude all emergency change requests.

# 5. Responsibility/Accountability

5.1	Enterprise Application Coordinator
	Enterprise Application Coordinator acts as the Change Management Process Owner and is responsible for:     Designing, implementing and reviewing the change process design annually or more
	frequently if required.
	<ul> <li>Ensuring all associated documentation (work instructions, tables and checklists) are maintained and circulated to all appropriate staff.</li> </ul>
	<ul> <li>Reporting on compliance and enforcement of this procedure.</li> </ul>
5.2	Change Manager - Enterprise Application Coordinator is acting in this responsibility
	The Change Manager is accountable for:
	The approval or rejection of Change Requests.
	Compliance reporting.
	<ul> <li>Monitoring the effectiveness of the change management process and making recommendations to the Process Owner for improvement on an ongoing basis;</li> </ul>
	<ul> <li>Developing and maintaining the Change Management tools.</li> </ul>
	<ul> <li>Managing CAB, ensuring its effectiveness.</li> </ul>
	<ul> <li>Ensuring staff working in the process are appropriately skilled and trained.</li> </ul>
	<ul> <li>Promoting and publicising change management through MCC communication channels (IS Newsletter etc)</li> </ul>
5.3	IT Service Desk
	Implementing of standard change requests.
	<ul> <li>Referring incidents/problems with Standard Change Requests to the Change Manager.</li> <li>Supporting all Normal and Emergency changes as required.</li> </ul>
5.5	Change Advisory Board (CAB)
	This board consists of Enterprise Application Coordinator, Infrastructure Coordinator, IT Service Desk Coordinator, a Solution Architect, and an Application Analyst, and responsible for:
	<ul> <li>Reviewing proposed Change Requests and making recommendations to the Change Manager or Change Requestor.</li> </ul>
	Providing expert advice on proposed changes.

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5.6	Design Advisory Group (DAG)
	Assisting with RFC preparation.
	Evaluating and endorsing the design and organisational need of IT Change Requests.

# 6. References and links to legislation and other documents

Name	Location
Information Security Policy	http://Intranet/Pages/home.aspx

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#### 7. Appendices

# Appendix A - Design Authority Group Process

#### **DAG Assessment of RFC**

- All Normal RFC will be discussed at the Design Authority Group meeting.
- The change requestor will need to attend to discuss the required change and provide further details about the change. This forum will provide advice to the change requestor about the impending change. The members of the DAG will determine if the solution design is technically sound. Areas reviewed include:
  - Architectural analysis
  - Organisational fit,
  - o Alignment to the IT roadmap
  - Alignment to IT Strategies
- During this meeting, a change may be able to be reclassified as Standard. In this
  case, the RFC will have its status changed and the Service Desk will be informed that
  the change is now considered to be a Standard Change. This can then be added to
  the Standard Catalogue.
- The members of the DAG will determine if the RFC is approved for implementation, or if the solution design needs to be revisited.

### **DAG Determines RFC Endorsement**

- The DAG will provide input and endorse the Change Request based on a number of areas including:
  - $\circ$  Scope, dependencies and impact of a potential change.
  - Technology selection, solution options and architecture
  - Risk, mitigation actions, responsibilities and change categorisation
  - Alignment with IT architectural principles, policies and standards
  - Testing, implementation and post validation steps
  - Rollback and communication plans
- If DAG endorses the change, then the proposed change has been given the green light for implementation.
- Otherwise, the DAG may make alternative suggestions or require further information to be brought back to a future DAG meeting.

# Present Change to CAB

- RFC is to be presented to the CAB members for approval as a planned release. This
  step requires the change requestor to populate the agreed CAB document providing
  evidence of test results, UAT sign off and a proposed go-live production release date.
- The Change Manager will coordinate the change together with the change requestor and the team members who will be implementing the change into MCCs production environment.

### Appendix B - 'Emergency' Change Process

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#### 'Emergency' RFC Received

- The Change Manager must review the proposed change and evaluate whether the change should proceed with the understanding that the change has not been thoroughly planned, designed or tested and is focused on resolving an issue that is of a high impact.
- There is no need to complete the CAB document, nor raise a change entry into the RFC Change Management Sharepoint site. However, on implementation of the emergency change, it is expected that the required documentation and change request is created retrospectively. This will ensure that we have logged the requested change and have record of it after completion.

#### **Determine Emergency Change**

- When the request is approved, then the change will be planned for execution and deployment into the production environment.
- If the emergency change is refused, then the change requestor will be need to follow the normal process for deploying a change.

#### **Execute Change**

 If the change is approved, the Change Owner may proceed with implementing the change as per the agreed deployment time.

#### Discuss at next CAB Meeting

 After the change event, the Change Owner must raise this emergency change at the next CAB meeting to present the CAB document and discuss the process followed to implement the change.

# Appendix C - 'Normal' Change Process

# Discuss initiative with IT team

- All Normal changes/initiatives are to be raised and discussed with Design Advisory Group.
- For larger projects and changes it is required to start the discussions for a solution earlier. Early socialisation will ensure the correct and complete solution is identified, and will also ensure that the CAB will approve the change and implementation
- This discussion will provide guidance and recommendations for a solution to the change requestor.

# Lodge Request on Sharepoint

- Change requestor creates the RFC.
- Once the change requestor has completed the above, they need to request a time on the upcoming DAG to present the RFC for endorsement.

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 The DAG agenda is managed by the Enterprise Applications Coordinator and the architecture team.

#### Design Advisory Group Reviews the RFC

- The DAG will meet to review the request for change. The group will review the RFC, ensuring that the proposed solution design does not raise any concerns. The DAG will endorse the design or request for more information. Once endorsed the change can move into build and test and be ready for CAB once the technical work and testing is completed. Minimum requirements must be met to release the RFC to the CAB
- The DAG will perform two items for the RFC. The first one is to endorse the design and the solution. The second task is to ensure the change is ready for CAB and any considerations will be raised for discussion.
- The DAG will:
  - Validate change category
  - Check for complete content and suggest updates if required
  - Discuss concerns or opportunities with the solution
  - Endorse for the CAB

#### **Build and Test Change**

- Authorised Changes will be managed by the relevant technical groups or project teams to make the changes needed to implement the RFC. Change Management has responsibility for ensuring that Changes are built and tested as scheduled. This is largely a coordination role, as the actual implementation will be the responsibility of the project team.
- Change Management has an oversight role to ensure that remediation procedures are prepared and documented in advance, that all Changes are thoroughly tested (where possible) and that implementation is scheduled when the least impact on live services is likely.

# **Categorise Change**

- Based on the RFC categorisation, if the change is major it must be reviewed by CAB.
   If the RFC is considered minor, the change can be reviewed and authorised for deployment by the Change Manager.
- For minor changes, the project analyst or project manager must present the change
  to the Change Manager for authorisation before the change can be implemented into
  the Production Environment. This is necessary to ensure that all due diligence is
  being done as the change is not being presented at the CAB meeting.

#### **CAB Review**

- The CAB occurs every week at the same time and with the same members. The sponsor will introduce the RFC and the presenter will talk to the detail. In this meeting, the CAB will either approve or reject the decision. Decisions are recorded and available online with all the parties are notified with the outcome
  - o Individuals present RFC supported by the sponsor (member of the CAB)

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- Present scope, risks, implementation, rollback plans, and communication plans
- o Final reviews completed, change is approved/rejected/cancelled
- Outcomes are recorded online
- If CAB does not approve the change, then RFC owner and sponsor manage actions that arise from the CAB meeting.
- Any follow up activities are completed and the change is presented to the change manager for endorsement. Once endorsed the change is planned for implementation.

#### Schedule Change

- The endorsed RFC is scheduled into the change calendar with the day and time the Change will be deployed into the production environment.
- The change requestor is responsible for communicating the change to stakeholders and impacted users.
- All CAB documentation, deployment run sheets, UAT confirmation artefacts and signed off documents are to be stored within ECM, the council's document management system

## Implement RFC into production

- Authorised Changes will be deployed into the production IT landscape by the relevant project groups with help from other IT staff as needed.
- This process is presented in the CAB documentation and usually is outlined in a
  detailed step by step run sheet for the deployment window.
- Depending on the size of the change, there may be checkpoints and go-no go decision points to ensure that there is no adverse effects to the production environment before the change is considered as successful.

## Post Implementation Review at CAB

- Depending on the outcomes of the deployment, the RFC will have either been successfully deployed or failed to be deployed.
- After the implementation has been active for a couple of weeks, a post implementation review is performed after the completion of the activities and assessment if the change caused any issues. These items will become part of lessons learnt and improvements for future deployments.
- All actions are due within 4 weeks of the production release date.

#### Appendix D - Applications Management Team Responsibilities

- The Applications Management Team has the responsibility for:
  - Accepting Changes assigned to them
  - o Build and Test of Changes
  - Documenting all actions in the Change, as a record.

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- Managing 3rd party specialists where necessary.
- o Seeking 3rd party support and advice when appropriate
- o Participating in Change Reviews when requested.

# Appendix E - Change Advisory Board (CAB) Review Process

- The CAB is a group of strategically selected staff who can contribute to the decision
  making process around IT change management. The CAB members will change per
  meeting and it is the Change Manager's responsibility to decide who will attend,
  based on the agenda for that meeting.
- The CAB should have regular meetings to review proposed changes. The Change Manager must minute the meeting and record the salient points. The Change Manager can invite the appropriate council staff to the CAB meeting to assist with:
  - Specialised technical input
  - The business perspective
  - Vendor advice
- It is the Change Manager themselves, who are ultimately accountable for the approval or rejection of the change. The CAB is there to give them expert advice.
- · A standard CAB agenda should include a review of:
  - Failed changes
  - Backed-out changes
  - Changes applied without reference to the CAB
  - RFCs to be assessed by CAB members
  - o RFCs that have been assessed by CAB members
  - o Change reviews
  - The Change Management process, including any amendments made to it during the period under discussion, as well as proposed changes

# Appendix F - Design Advisory Group (DAG) Process

- The DAG is an advisory group and governance forum for IT architectural decisions, which meets regularly for changes to be presented and discussed. The DAG provides the opportunity for shaping a business solution, providing consultancy for changes to existing technology, services or processes and is a forum for discussing technical solutions to satisfy business needs.
- DAG operates independently of projects and is an early opportunity for a high level solution design to be discussed and endorsed.
- The DAG will provide:
  - o Help with RFC preparation
  - Evaluate scope, dependencies and impact of a potential change
  - o Endorse technology selection, solution options and architecture
  - o Input into risk, mitigation actions, responsibilities and change categorisation

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- o Ensure alignment with IT architectural principles, policies and standards
- o Advice on testing, implementation and post validation steps
- o Verify rollback and communication plans

#### Appendix G - Metrics

- On a quarterly basis, the change manager should produce and table reports to the IT Manager listing the below metrics.
  - o Progress towards the Goal of Change Management
    - Percentage of failed changes
    - · Number of unauthorised Changes that are detected
    - Number of outages during changes
    - Number of Incidents caused by Changes
    - Improvement in perceived IT Quality in relation to IT changes (from Survey or request feedback)
  - o Process Compliance
    - Percentage of rejected RFCs
    - Change backlog (changes not actioned by their target date and number of RFCs not considered)
    - · Number of failed changes without a back-out plan
    - · Percentage of changes on time (within their target)
    - · Number of changes that do not deliver expect results
  - Workload Monitoring
    - Number of Open changes for each support specialist
    - Number of RFCs for each Service
  - o Change Requests Issues
    - Number of unplanned outages due to implementing a Change Request
    - Percentage of failed changes, i.e. the implementation process has failed
    - Percentage of rejected Change Requests
    - Percentage of changes on time (within their target) >90%
    - Change backlog (changes not actioned by their target date and number of RFCs not considered) <10%</li>

# Appendix H - Change Management Guidelines

To ensure service excellence, IT commits to the following business guidelines:

Document Reference No	Description	
POL-BAI06-01	Any change to an IT asset shall be subject to the Change Management policy.	

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POL-BAI06-02	MCC-IT shall continually align the Change Management process with other authorised, documented or formal business, project and stakeholder change management processes.	
	All changes are in line with business requirements.	
POL-BAI06-03	MCC-IT shall ensure a process owner is assigned to the Change Management process for having the ownership of the process and the related documentation.	
POL-BAI06-04	All IT service changes shall be recorded, documented, classified, assessed, authorised and reviewed by the Change Management process.	
	<ol><li>MCC-IT shall establish change type categorisation.</li></ol>	
	<ol> <li>Authorised Changes are made in a timely manner and with minimal errors.</li> </ol>	
POL-BAI06-05	MCC-IT shall ensure that a Change Authority is appointed who has the ultimate approval for all types of Change Requests.	
POL-BAI06-06	MCC-IT shall justify all Emergency Change requests, ensuring they follow the related procedures.	
	11. All emergency Changes are reviewed and authorised (after the change)	
POL-BAI06-07	MCC-IT shall conduct risk assessments for all changes to ensure the risk impact is clearly understood, optimised and accepted for each change.	
POL-BAI06-08	MCC-IT shall ensure all affected business and IT groups receive the communication about the changes and their service impact in a clear and timely fashion.	
POL-BAI06-09	The Change Management process owner shall adopt a continual improvement approach to ensure the Change Management process is continually measured, improved and aligned to its business objectives and the organisational balanced scorecard.	
	12. The Change Management process owner shall conduct the review of the process at least once a year and ensure all process related documentation (policy, process, procedures and work instruction documents) is kept up-to-date	
POL-BAI06-10	All MCC-IT employees, contractors and service providers that have assigned roles within the Change Management process shall be required to:	
	13. read, understand and agree to this policy document	
	<ol> <li>read, understand and agree to the process documentation relevant to their role</li> </ol>	
	<ol> <li>follow all processes, procedures and work instructions relevant to their assigned roles</li> </ol>	

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# Appendix I - Goal of Change Management

The goal of the Change Management process is to ensure that standardised methods and procedures are used for efficient and prompt handling of all changes, in order to minimise the impact of change-related incidents upon service quality, and consequently to improve the day-to-day operations of the organisation.

The following Critical Success Factors and Key Performance Indicators have been identified;

Critical Success Factors	Key Performance Indicators
Control of unauthorised Changes	Number of unauthorised Changes that are detected
A prompt and efficient Change process	Number of Incidents caused by Changes     Change backlog
Accurate assessment of the impact of changes	Number of changes that do not deliver expected results
Ensuring compliance with the change process	Percentage of rejected RFCs     Number of failed changes without a "back-out" plan     Percentage of changes on time (within their target)

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MELTON	Technology Acceptable Use Procedure
Version No.	1.0, 6 May 2021
Endorsed:	General Manager Corporate Service, 3 May 2021
Authorisation	Chief Executive Officer, 6 May 2021
Review date	6 May 2024
Responsible officer	Information Technology Manager
Procedure owner	IT Service Desk Coordinator

# 1. Purpose

The purpose of this procedure is to clarify what is acceptable use of Melton City Council (MCC) technology and information, including but not limited to email services, communication devices, intranet, internet and mobile devices. This procedure enables Council's to protect its reputation, service delivery, and to protect the confidentiality, integrity of Councils information.

# 2. Scope

This procedure outlines what is acceptable and unacceptable use of Council's IT resources and guidelines for using Council's IT resources for personal use.

This procedure applies to all MCC staff, councillors, contractors, visitors and third-party suppliers who are using MCC's IT environment, whether on-site or anywhere else.

This applies to all information obtained or held by the Council, whether it be physical or

This applies to all information obtained or held by the Council, whether it be physical or digital, and whether it was obtained or held in connection with the function of the Council or not.

### 3. Definitions

Term or Acronym Definition and Description	
IT Resources	Information & Technology systems and data include all items that constitute a computer network, including applications, data, images, videos, email, printers, Intranet, Internet, computers, servers, databases, mobile computing devices and portable storage devices, etc.
Limited Personal Use	Use that is infrequent and brief, does not interfere with a user's day- to-day duties and does not include use for private business, personal gain or profit.
Monitoring	All internet and digital information service usage may be recorded without notice to monitor compliance to this procedure.
Unacceptable Use	Refer Appendix A

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#### 4. Procedure

#### 4.1. Accessing Councils Equipment and Data

Users are responsible for ensuring that their account is not accessed by anyone else.

- Users must not allow another person to use their Account and/or Authentication Credential.
- Users must not attempt to access or provide resources to access restricted portions
  of the network, email, intranet, internet, security software or other administrative
  applications, without appropriate authorisation by the system owner or administrator.
- Users must not attempt to access systems and data that they are not authorised to use.

#### 4.2. Office and Home Usage

Users are responsible for all activities originating from their MCC account. MCC recognises that users may be using their own personal equipment, typically from home to access MCC systems and data. This procedure applies to both office and home use. Refer Employee Code of Conduct Section 4.6 Mobile Phone, Email and Internet Use

- Users are individually responsible for appropriate use of all MCC resources assigned to them, including computers, mobile devices, email systems, network resources, software, hardware and data.
- Users must not engage in deliberate activity to degrade the performance of information resources, deprive an authorised user access to MCC resources, obtain extra resources beyond those allocated or circumvent MCC computer security measures. Refer Employee Code of Conduct Part 6 Appropriate Use of Council Information

# 4.3. Material

Users are responsible for all material sent to and from their MCC account.

- Any IT user, who inadvertently receives, transmits or accesses material (for example, via email or the internet) that may be considered inappropriate and is not related to their work duties, must take immediate action to either delete such material or cease such access.
- Any User who deliberately receives inappropriate material will be in breach of this Procedure and subject to Employee Code of Conduct Part 7 Breaches of Conduct.

## 4.4. Personal Use of IT Resources

Staff are allowed limited use of MCC IT resources for personal use.

- Any personal use of MCC resources should be incidental and not interfere with the user's role or the operation of MCC systems.
- Unreasonable or excessive personal use is not permitted. For example, the IT
  resources must not be used to conduct a personal business or private commercial
  activity, gamble, access objectionable material or carry out excessive and regular
  research into topics not related to work.

### 4.5. Costs

Council reserves the right to be reimbursed for excessive costs incurred by personal use.

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- Users may only use the IT resources for personal use provided it does not impose
  unreasonable costs to MCC and agree to reimburse MCC if it does. For example, it
  would be considered unreasonable when a staff member uses their Council supplied
  mobile phone overseas for web browsing costing over \$300 in data charges.
- All personal expenses incurred using MCC technology, such as mobile devices while travelling overseas, must be reimbursed to MCC. Prior permission must be obtained from the General Manager before taking mobile devices overseas.

#### 4.6. Privacy & Monitoring

MCC has the right to monitor and record all usage and if inappropriate files are found, delete these automatically.

- Mobile device tracking will only be accessible to the IT Service Desk in the event a
  device is reported lost, stolen or at the request of emergency services. Location of a
  device will not be divulged for any other reason.
- Internet usage may be monitored by the IT Services Desk for the purposes of investigating breaches of this procedure. Permission to monitor can be granted by a General Manager or CEO and reported back to the General Manager or CEO.

### 4.7. Compliance and Enforcement of Procedure

Compliance to this procedure is covered by:

- IT Service Desk undertaking ad-hoc and regular (at least twice per year) scans of its network and usage and reporting issues to the IT Service Desk Coordinator. This includes:
  - Mobile phone usage
  - Internet usage and inappropriate sites visited
  - > IT resource costs including mobile phone and printing
  - Access breaches e.g. Users attempting to access sites they are not entitled to
  - Scan result will be logged into the records management system, and if there's a risk identified, it will be recorded in the IT risk register and managed according to MCC's IT Risk process.
- Conducting an annual external compliance audit and recording any risks and issues in either MCC's IT or Corporate Risk Register in accordance with the risk management framework. Sample audit areas include:

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- > User awareness of this procedure
- Use of mobile phones
- No staff are sharing access credentials
- Material sent to and from Council

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# 5. Responsibility/Accountability

5.1	Information Technology Manager		
	Ensuring this procedure is communicated by line managers to all users  Paratter and a procedure is communicated by line managers to all users  Paratter and a procedure is communicated by line managers to all users  Paratter and a procedure is communicated by line managers to all users  Paratter and a procedure is communicated by line managers to all users  Paratter and a procedure is communicated by line managers to all users  Paratter and a procedure is communicated by line managers to all users  Paratter and a procedure is communicated by line managers to all users  Paratter and a procedure is communicated by line managers to all users  Paratter and a procedure is communicated by line managers to all users  Paratter and a procedure is communicated by line managers to all users  Paratter and a procedure is communicated by line managers to all users  Paratter and a procedure is communicated by line managers to all users  Paratter and a procedure is communicated by line managers to all users  Paratter and a procedure is communicated by line managers to all users  Paratter and a procedure is communicated by line managers and a procedure is com		
	<ul> <li>Report any serious breaches to Executive in line with Council's enterprise risk management framework</li> </ul>		
5.2	IT Service Desk Coordinator		
	<ul> <li>Accountable for the implementation and monitoring compliance of this procedure.</li> <li>Reporting potential high-risk incidents to either the Information Security Officer. IT Manager or line Manager, depending on the nature of the incident</li> <li>Overseeing compliance audits</li> <li>Assessing incidents and taking action with the appropriate Manager/Supervisor</li> </ul>		
	to resolve issues		
	<ul> <li>Assessing high-risk IT Service Desk incidents and determining the best course of action</li> </ul>		
	<ul> <li>Reporting high-risk incidents to the IT Manager who will advise on the next course of action</li> </ul>		
5.3	General Managers, Managers, and Supervisors		
	Embed this procedure into the work practises of users under their control and monitor their adherence     Taking action to resolve breaches of this procedure		
5.4	Users		
5.4			
	<ul> <li>Reading and understanding this procedure and seeking any clarifications</li> <li>Developing an adequate level of acceptable usage awareness</li> </ul>		
	<ul> <li>Adhering to this procedure and reporting any incidents or unacceptable use to the IT Service Desk</li> </ul>		
5.5	IT Services Desk officer		
	Logging all details into the IT Service Desk system and for high-risk incidents notifying the Information Security Officer		

# 6. References and links to legislation and other documents

Name	Location	
Information Security Policy	http://Intranet/Pages/home.aspx	

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# 7. Appendices

#### 7.1. Appendix A - Unacceptable Usage

Refer to Employee Code of Conduct – Part 7 Breaches of Conduct for disciplinary process that may be applied to any breaches.

The following outlines examples of unacceptable usage and is not intended to be a complete list.

MCC IT Resources must not be used to:

- Send material that defames an individual, organisation, association, company or business.
- Be used to contravene any provision of the Copyright Act 1968. MCC supports the rights of copyright owners and does not accept careless or deliberate copyright infringement.
- Contravene the law in the appropriate manner.
- Communicate, transfer or store offensive or inappropriate material. This includes
  material that is pornographic, harassing, hateful, racist, sexist, abusive, obscene,
  discriminatory, offensive or threatening. This also includes sexually-oriented
  messages or images and messages that could constitute sexual harassment.
- Misuse confidential data and breach privacy. All users should understand the
  confidentiality of the data they may have access to and consider the confidentiality of
  the material they intend to send when choosing the appropriate means of
  communication.
- Send junk mail, for-profit messages or unsolicited mass communications. Mass
  electronic communications should only be sent in accordance with normal MCC
  procedures. The use of electronic communications for sending unsolicited
  commercial electronic messages (Spam) is strictly prohibited and may constitute a
  breach of the Spam Act 2003 (Cth).
- Use communication platforms (internet, intranet, email, social media) contrary to MCC policy including; Information Privacy Policy; Confidentiality Policy; Code of Conduct; Records and Document Management Policy; Social Media Policy; Personal use that is outside of defined limited personal use; anything that might bring the council, councillors, employees or contractors into disrepute; anything that might have an adverse impact on the capacity or security of MCC ICT systems and networks; The broadcasting of emails or messages to large groups if not authorised to send all staff emails.
- Taking photos of users without their permission or using these photos for non-council purposes.

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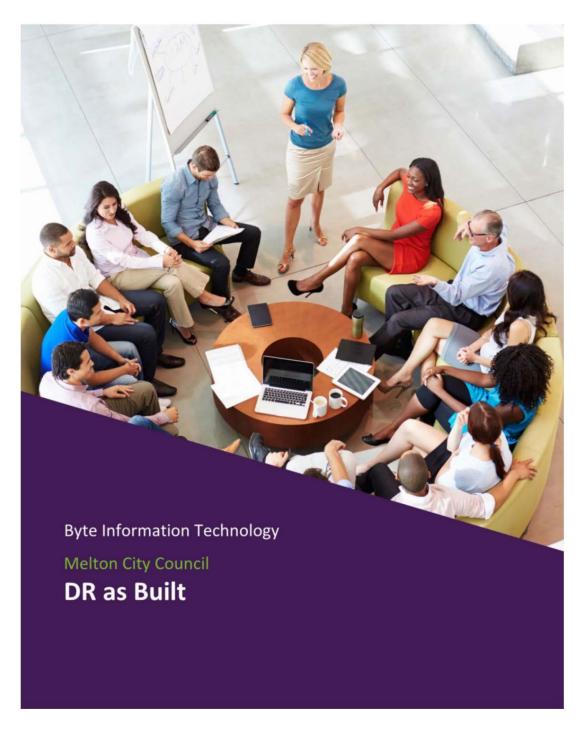
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# 1) Document Control

# **Document History**

Revision	Date	Description of Revisions	Document Status	Author
1.0	13/11/18	Initial	Draft	Ermin Mlinaric
1.1	14/11/18	Palitha's comments	Draft	Ermin Mlinaric
1.2	05/12/18	Final	RFC	Ermin Mlinaric
1.3	03/07/2020	Final - removed unnecessary info	Final	Louay Ghashash

Table 1 – Document History

# **Document Purpose**

The document intends to:

- Document technical information of the computing infrastructure deployed for Melton City Council's DR solution.
- Serve as operational reference document for ongoing business as usual (BAU) support once project is completed.

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#### References 2)

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# 3) Document Overview

The following document pertains to the implementation of the Melton City Council DR as Built configuration from their primary CSX production site in Clayton/VIC to their secondary CSX site in St.Leonards/NSW.

Melton City Council have a requirement to reduce the impact to the services they provide in the event of a disaster in their primary IT infrastructure hosting facility.

Currently, Melton City Council's infrastructure is hosted on the Telstra CSX platform in Clayton, and is providing adequate production hosting functionality. However, in the event of a disaster resulting in permanent loss of data at the facility, there is minimal DR provisioning put in place to limit risk of an extended outage or limit the period of data loss.

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# 4) Solution Overview

Veeam Backup & Replication has been accepted as a best solution to provide desired RTO/RPO using existing infrastructure. The CSX Sydney platform is viewed by Melton City Council to be the DR platform, which will hold a replica of selected production VMs.

New IP subnets have been utilised at the DR site in order to separate DR from Production.

New Domain Controller has been deployed in CSX Sydney to serve as authentication and DNS resolution mechanism in case of DR scenario.

The DR environment has been protected by a pair of Watchguard firewalls for external facing internet traffic.

The solution consists of the following components:

- A centralized Veeam management & repository Windows server located in the Telstra CSX platform in St. Leonard's (also utilized for data transportation and selective backup repository)
- An additional 3 Veeam Proxy servers in the Telstra CSX platform in Clayton, utilized for data transportation and parallel processing
- Sufficient compute power and storage available in the Telstra CSX platform in St. Leonard's for replicated VM's

# Impact and Expectation after DR Initiation

Should a disaster occur in the CSX Melbourne, the immediate impacts for users at all office locations and remote users would be that they lose availability of Public Site(s) and Melton City Council business applications publicly through the internet and Telstra MPLS private network.

Once DR has been invoked and the initial failover process is completed, users will be able to get access to the Public Site(s) and Melton City Council business applications at the DR site to the last known successful and consistent replication state. Table below depicts different DR scenarios:

DR Scenario	Solution
Telstra data centre not available	Full failover to DR site
Telstra data centre available but Melton systems are unavailable due to server corruption, cyber attack etc.	Restore from backup or Full failover to DR site, depending on number of affected systems, severity of the attack etc.
Group of servers restoration in DR (partial emergency situation with only group of servers affected)	Failover only group of servers to DR site from one of the 7 restore points (also used for DR Test
DR/Image level restoration capability (multiple restore points in time).	Restore VM or Restore Guest OS files (Minimum 7 restore points to be available on DR site for every server)

Table 2 - Veeam Replication Job Schedule Overview

# **Veeam Replicated Servers**

The replication of the VMs is achieved using Veeam and as such receives data updates and replication from the production server network, in line with meeting the defined RPO time.

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This provides the following benefits:

- . Ensuring that all servers required along with their hosted services are available in DR
- · Single point of monitoring DR (VM) health/availability
- Less management effort, as servers are a clone of production and will generally remain in an off state
- Reverse replication for failing back from DR
- Ability to group server replication schedules depending on RPO.

#### **DR Testing**

During regular business operations, Production and DR networks are visible to each other (i.e. network communication established) in order to utilise Veeam replication.

In the event of a DR, it is assumed that the production networks are down or not present at all. Obviously, in this case, Production and DR networks are not visible to each other.

There is another situation when Production and DR networks will not be visible to each other and that is in the event of DR testing. Before any assets are enabled in DR for testing, the WatchGuard Firewall will be configured to completely deny network traffic between Production and DR, thus creating isolated "DR Testing Bubble". This will ensure zero impact to production in the event of a DR testing.

Testing will be performed from virtual desktops created in DR site (within "DR Testing Bubble"). Melton to provide VM image and advise number of VMs to deploy for testing. After successful test, these VMs can remain powered off until next test or can be re-deployed from new image for every DR test. During testing, RDP access will be provided to these VMs only from specified desktops from strictly controlled testing facility (Melton to provide details about desktops and facility).

DR testing will cover limited set of business applications, as per the guidelines in the Council's Disaster Recovery Planning Policy document.

A separate document will be created to cover the details of the DR testing procedure and infrastructure. Please see <a href="DR Testing Runbook">DR Testing Runbook</a> reference document for details.

If there is a need for extended period of time for DR testing, DR workloads will be created from replica clones, instead of replica itself, so that the replication can continue uninterrupted for as long as testing requires, thus keeping primary and DR site in sync. However, this will require additional storage on DR site.

Other DR testing options include:

- Partial DR testing (only group of applications)
- Full DR testing (with or without Internet access)
- Testing of DR Firewalls (inbound and outbound)

# **Recommendations and Next Steps**

Following items have not been included in this project and should be considered as next steps or

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recommendations in case of actual DR.

Reserve public IP Addresses to be used in case of firewall outrage – In the case of DR, all IP
addresses will need to change, both internal and external (public). As a preparation for DR
scenario, adequate number of public IPs should be pre-allocated from Telstra and configured
on DR side in stand-by mode.

See Public IPs reference document for details.

- Assign the reserved IPs to all existing externals services (will be used only in DR situation)
- Prepopulate MIG firewall Configs to the DR firewalls and Test with Webserver as an endpoint
- Prepare the IP change requirements for Message labs for email and Web services
- Ensure all MAC addresses are recorded for each server (periodical RVTools export)
- IP Helper (DR DHCP Server) can be configured in all TCS routers if possible.
- Configure wireless controller with secondary IP Helper from DR Network.
- Ensure Citrix desktops can be switched over to DR resources
- Email routing as the public facing IP for Exchange is going to change, as well as the internal IP, mail routing will need to be reconfigure

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# 5) Solution Assumptions

The following assumptions have been made in regards to this solution.

- This solution only covers the technical aspect of disaster recovery (network, data, compute) and by no way includes business continuity resourcing & planning which may be required in the event of a disaster
- The DR scenario this solution caters for is restricted to a loss of the Telstra CSX Clayton datacenter, and does not provide provisions for a loss of physical site in Melton or failure of the Telstra networks outside of Telstra CSX Clayton
- The mechanism for activating the DR failover is manual there is no automatic failover proposed, and any decision to failover is to be made by Melton City Council
- Byte are only responsible for ensuring that VM workloads explicitly identified by Melton City Council are available in the DR environment – Melton City Council are responsible for the identification of VM's & components required for correct operation of their applications in a DR scenario
- In the event of a failover to DR, all internal and external IP addresses will need to change, including VM's and public DNS entries
- This disaster recovery solution is dependent on Melton City Council's Telstra MPLS and its connectivity to sites
- This disaster recovery solution is aimed at providing a level of VM availability & accessibility for critically-identified workloads, and will not provide a like-for-like level of performance when running in a DR scenario
- Telstra CSX Active Storage tier is deemed adequate for running of workloads in DR
- This disaster recovery solution is aimed at providing additional limited headroom in order to run additional non-critical workloads should it be required and capacity allows
- This solution will attempt to provide an efficient means at which to failover to DR in relation to automatic failover of client & remote devices, however due to device and application-specific capabilities this may not be achievable for every device, service or application
- Melton have or will obtain the required licensing/agreements for Microsoft OS licensing and Sophos Anti-Virus as per usual
- Current storage provisioned in Telstra CSX DR should be sufficient, however this may change due to data growth and/or changes to future production system utilization
- It is intended that the initial DR testing component of this project will provide a sound
  estimation of the effort and cost of performing future DR testing for subsets of
  applications, which will be requested when required and charged on a T&M basis
- This DR solution does not provide a VM-level restoration capacity which Melton don't currently have, which would need to be addressed separately as part of a backup solution review

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# 6) Solution Implementation

The datastores on which the virtual machines reside are receiving data updates via a Veeam server and Veeam Proxy in alignment with their specified RPO time but the actual virtual machines will generally remain in a powered off state until such time when DR is initiated.

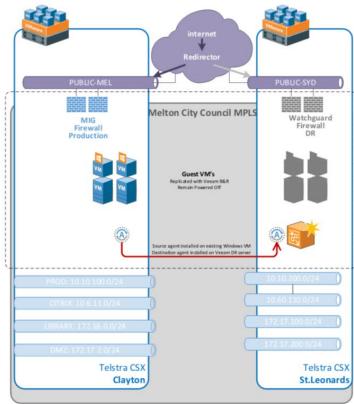


Figure 1 - Veeam DR Replication Overview<sup>1</sup>

# **RPO & RTO Definitions**

Recovery Point Objective (RPO) refers to the amount of data at risk. It is determined by the amount of time between data protection events and reflects the amount of data that potentially could be lost during a disaster recovery. The metric is an indication of the amount of data at risk of being lost.

Recovery Time Objective (RTO) is related to downtime. The metric refers to the amount of time, from

<sup>1</sup> The diagram shown represents only part of the Production workloads associated with the DR solution and not the full Clayton site workload.

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the invocation of DR, it takes to recover and how long it takes to return to service.

The virtual machines will be in a powered off state although the storage LUN's on which they reside receive data updates via Veeam replication scheduled jobs, the frequency of which will be determined by the RPO, outlined in the table below.

The following table details the RTO and RTO objectives.



Replication Schedule

Aligned with the RPO requirement, the replication job is scheduled to commence every as below:

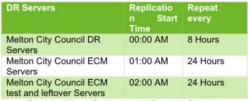


Table 4 - Veeam Replication Job Schedule Overview

# **Virtual Machine Configuration**

The replication of VMs are achieved using Veeam and as such will receive data updates and replication from the production server network, in line with meeting the RPO time.

## Replicated Virtual Machine

Please see section <u>Server Guest Architecture</u> for detailed specifications for each virtual machine and their RTO/RPO and DR requirements.

# **Veeam Virtual Machines**

For optimal load and traffic distribution, 4 Veeam VMs will participate in DR replication:

- Veeam Backup & Recovery Server DR (main server and console, with direct access to DR storage)
- Veeam Backup & Recovery Proxy PROD (Veeam proxy for direct access to PROD storage)
- Veeam Backup & Recovery Proxy ECM (Veeam proxy for direct access to ECM storage)
- Veeam Backup & Recovery Proxy ECM-DR (Veeam proxy for load distribution and parallel

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processing of ECM and other replication)

### Veeam Backup & Recovery Server (DR)

The VM hosting the Veeam Backup & Recovery service has been configured as follows:

Configuration	Setting	Notes
Location	Telstra CSX – St. Leonard's	Already exists
Veeam Roles	Server, Console, Proxy, Repository	Backup repository already exists and is unrelated to this solution
Hostname	MEL-VEEAM-DR	
Domain	n/a	Standalone
OS	Windows 2012 R2	
vCPU	4	
Memory	8	
Storage - OS	40	
Storage - Veeam	200	Veeam Backup Repository
IP/Network	10.10.200.251/24	
Backup	none	n/a
Anti-Virus	Sophos (Melton)	

As a part of this project, Veeam B&R software has been upgraded to version 9.5 update 3 and Veeam database to SQL Express 2017.

# Veeam Backup & Recovery Proxy (PROD)

The VM hosting the Veeam Backup & Recovery Proxy service has been configured as follows:

Configuration	Setting	Notes	
Location	Telstra CSX - Clayton	Already exists	
Veeam Roles	Proxy		
Hostname	MEL-VEEAM-PROD		
Domain	n/a	Standalone	
OS	Windows 2016		
vCPU	4		
Memory	4		
Storage - OS	80		
IP/Network	10.10.100.251/24		
Backup	none	n/a	
Anti-Virus	Sophos (Melton)		

Table 6 - Veeam Backup & Recovery Proxy Configuration

# Veeam Backup & Recovery Proxy (ECM)

The VM hosting the Veeam Backup & Recovery Proxy service has been configured as follows:

Configuration	Setting	Notes	
Location	Telstra CSX - Clayton	New Build	
Veeam Roles	Proxy		
Hostname	MEL-VEEAM-ECM		
Domain	n/a	Standalone	
OS	Windows 2016		
vCPU	4		

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Configuration	Setting	Notes	
Memory	4		
Storage - OS	80		
IP/Network	10.10.100.252/24		
Backup	none	n/a	
Anti-Virus	Sophos (Melton)		

# Veeam Backup & Recovery Proxy (ECM-DR)

The VM hosting the Veeam Backup & Recovery Proxy service has been configured as follows:

Configuration	Setting	Notes	
Location	Telstra CSX – St. Leonard's	New Build	
Veeam Roles	Proxy		
Hostname	MEL-VEEAM-ECM-DR		
Domain	n/a	Standalone	
OS	Windows 2016		
vCPU	4		
Memory	4		
Storage - OS	80		
IP/Network	10.10.200.252/24		
Backup	none	n/a	
Anti-Virus	Sophos (Melton)		

Table 8 - Veeam Backup & Recovery Proxy Configuration

# AD DS

In order to provide authentication and DNS resolving in DR, new Domain Controller has been deployed in St. Leonards CSX.

Configuration	Setting	Notes	
Location	Telstra CSX – St Leonards	New Build	
Windows Roles	AD DS, DNS, DHCP		
Hostname	MEL-DC-DR		
Domain	melton.vic.gov.au		
OS	Windows 2016		
vCPU	4		
Memory	4		
Storage - OS	80		
IP/Network	10.10.200.20/24		
Backup	none	n/a	
Anti-Virus	Sophos (Melton)		
	Table 9 - DR Domain Con	troller Configuration	

All VMs in DR will use this as their primary DNS server. All other VMs, servers and workstations

should use this as their secondary DNS server.

DR Test VMs will use this DC as their DHCP server to get accurate IP settings.

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# **DHCP Settings**

Configuration	Setting	Notes
Scope name	DR Test VMs	
IP Address Pool	10.10.200.201 - 210	
Subnet mask	255.255.255.0	
Default gateway	10.10.200.254	Scope option 003
Lease duration	8 Days	
Domain name	melton.vic.gov.au	Scope option 015
DNS Servers	10.110.100.20	Scope option 006
Static Routes	10.0.0.0/8 10.10.200.1 172.16.0.0/12 10.10.200.1 192.168.0.0/16 10.10.200.1 172.26.0.0/24 172.26.0.254 172.27.2.0/24 172.27.2.254	Scope option 121

Table 10 - DHCP Configuration

# Compute

Table below depicts compute infrastructure in DR CSX platform in St. Leonard's (physical VMware ESXi hosts):

	1643791clesm03	1643791clesm04	1643791clesm05
Domain	cust.cloud.telstra.com	cust.cloud.telstra.com	cust.cloud.telstra.com
Vendor	Cisco Systems Inc.	Cisco Systems Inc.	Cisco Systems Inc.
Model	UCSB-B200-M3	UCSB-B200-M3	UCSB-B200-M3
BIOS Version	B200M3.2.2.4b.0.1009201 51647	B200M3.2.2.4b.0.1009201 51647	B200M3.2.2.4b.0.1009201 51647
CPU Model	Intel Xeon E5-2680 @ 2.70GHz	Intel Xeon E5-2680 @ 2.70GHz	Intel Xeon E5-2680 @ 2.70GHz
ESXi Version	5.5.0	5.5.0	5.5.0
Physical CPU's	2	2	2
Cores per CPU	8	8	8
Cores	32	32	32
Memory	256GB	256GB	256GB
PhysicalN ICs	9	9	9

Table 11: ESXi Host Summary

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#### Storage

The sections below states the storage detailed technical configuration for the implementation of the solution.

#### Replicated Workload Storage

The destination CSX platform in St. Leonard's storage hosting the replicated VM's has been configured as follows:

Datastore	Tier	Total Size
slen-1643791-sm- data001	Active	2TB (primarily for backups)
slen-1643791-sm- data002	Active	8TB
slen-1643791-sm- data003	Active	8ТВ
slen-1643791-sm- data004	Active	6ТВ
slen-1643791-sm- data005	Active	8TB
slen-1643791-sm- data006	Active	8TB
slen-1643791-sm- data007	Active	3ТВ

Table 12 - Replicated Workload Storage

# **Network Mapping**

Following table depicts network mappings between source and destination:

CSX Clayton	CSX St Leonards	Notes
10.10.100.0 24-1642174	10.10.200.0 24-1643790	PROD
10.60.11.0 24-1642174	10.60.110.0 24-1643790	CITRIX
172.16.0.0 24-1642174	172.26.0.0 24-1643790	LIBRARY
172.17.2.0 24-1642174	172.27.2.0 24-1643790	DMZ
_	Table 13 - Replicated Networks	

Table 10 Trapholite

# Re-IP Rules

Re-IP rules can be helpful if the IP addressing scheme in the production site differs from the addressing scheme in the DR site. Veeam Backup & Replication will check if configured re-IP rules apply for the VM replica and the VM replica will get a new IP/Subnet mask/GW and DNS settings according to destination network.cgs

Source VM	Destination VM	DNS	Default GW	Notes
10.10.100.*/24	10.10.200.*/24	10.10.200.20, 10.20.10.20	10.10.200.254	PROD
10.60.11.*/24	10.60.110.*/24	10.10.200.20, 10.20.10.20	10.60.110.254	CITRIX
172.16.0.*/24	172.26.0.*/24	10.10.200.20, 10.20.10.20	172.26.0.254	LIBRARY

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Source VM	Destination VM	DNS	Default GW	Notes
172.17.2.*/24	172.27.2.*/24	10.10.200.20, 10.20.10.20	172.27.2.254	DMZ

Default GW for replica VMs will be WatchGuard FW IP (e.g. .254). Traffic for CSX subnets will go through CSX default GW (e.g. .1) using following routes, that need to be added after failover:

route add 172.16.0.0/8 10.10.200.1

route add 172.16.0.0/12 10.10.200.1

route add 192.168.0.0/16 10.10.200.1

route add 172.26.0.0/24 172.26.0.254

route add 172.27.2.0/24 172.27.2.254

This will be done using post-failover scripts for servers and DHCP for DR Test VMs

# Replication Jobs

The table below shows the replication Jobs that have been created in Veeam, according to replication schedule and RPO/RTO requirements:

Name	Target	Schedule	VMs	Ret enti on	Description
Melton DR	slen-1643791- sm-clust001	every 8 hours	See Server Guest Architecture	1	All prod servers for DR (except ECM)
Melton DR ECM	slen-1643791- sm-clust001	01:00 AM, daily	See <u>Server</u> <u>Guest</u> Architecture	1	All ECM Prod servers for DR
Melton DR Other	slen-1643791- sm-clust001	02:00 AM, daily	See Server Guest Architecture	1	All other servers for DR (e.g. Citrix, test)
Melton DR ECM Test	slen-1643791- sm-clust001	03:00 AM, daily	See <u>Server</u> <u>Guest</u> <u>Architecture</u>	1	All ECM Test servers for DR

Table 15 – Veeam Defined Replication Jobs

# **Failover Plans**

For interdependent applications, number of VMs need to be fail overed as a group. To do this automatically, we will create failover plans.

The failover process is performed in the following way:

- For each VM, Veeam Backup & Replication detects its replica. The VMs whose replicas are already in Failover or Failback state are skipped from processing.
- The replica VMs are started in the order they appear in the failover plan within the set time intervals.

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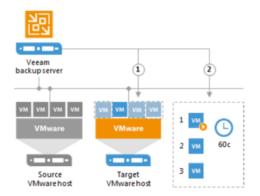


Figure 2 – Veeam Failover Plan overview

Following table details failover plan settings:

Name	Pre and Post Failover scripts	VMs	Delay	Description
Melton Failover	C:\scripts\RouteAd d-MeltonDR.ps1	Melton DR (See Server Guest Architecture)	60s	All prod servers for DR (except ECM)
Melton ECM Failover	C:\scripts\RouteAd d-MeltonECM.ps1	Melton DR ECM (See <u>Server Guest</u> Architecture)	60s	All ECM servers for DR
Melton Other Failover	C:\scripts\RouteAd d-MeltonOther.ps1	Melton DR Other + Melton DR ECM Test (See Server Guest Architecture)	60s	All other servers for DR (e.g. Citrix, test)

# Failing Over to DR

A separate document has been been created to cover the details of the failover procedure. This document will contain detailed steps to be followed by all parties involved in DR failover: Melton, Byte and Telstra.

For details, please see **DR Failover Runbook** reference document.

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# **DR Testing Bubble**

For regular DR testing, test users will need to connect remotely to virtual desktops that will be provisioned in CSX St Leonards, inside the "DR Testing Bubble". For that purpose, following virtual machines have been deployed from Melton's SOE-PROD image. On testing day these VMs need to be moved to 10.100.222.0\_24-1643790 network and manually configured with TCP/IP settings from table below:

Name	IP.	GW	DNS	os
MEL-TEST01- DR	10.100.222.201/24	10.100.222.1	10.100.222.20	Windows 7
MEL-TEST02- DR	10.100.222.202/24	10.100.222.1	10.100.222.20	Windows 7
MEL-TEST03- DR	10.100.222.203/24	10.100.222.1	10.100.222.20	Windows 7
MEL-TEST04- DR	10.100.222.204/24	10.100.222.1	10.100.222.20	Windows 7
MEL-TEST05- DR	10.100.222.205/24	10.100.222.1	10.100.222.20	Windows 7

Table 16 - DR Test VMs

Test users will only be allowed RDP connection to these VMs from secured desktops in testing facility. Test users need to be added to "G\_DR\_Test\_RDP" group in prod MEL-DC1 and that group membership needs to be replicated to MEL-DC1\_clone. Separate replication job will be created to replicate production MEL-DC1 into MEL-DC1\_clone "DR Test MEL-DC1". Any other VM required for testing needs to be cloned from existing replica and put inside the Bubble subnet. This can be achieved by adding desired VMs to "DR Test Clone" replication job. It will automatically put cloned VMs in "Bubble subnet" and do re-IP for that subnet.

Once all tests have been completed successfully, these VMs will be powered off and all cloned VMs will be deleted.

These VMs, along with cloned replicas, will reside in isolated "Bubble subnet", that is not connected to MPLS (Telstra Next IP) or any other network.

Subnet Name	IP Range	Default GW
Bubble subnet	10.100.222.0/24	10.100.222.253
	Table 17 - Rubble su	hnet details

# **DHCP Settings**

Cloned Domain Controller MEL-DC1\_Clone will be used as AD DS, DNS and DHCP server inside the Bubble with following DHCP settings:

Configuration	Setting	Notes	
Scope name	DR Bubble VMs	To be enabled only in cloned DC inside the Bubble	
IP Address Pool	10.100.222.201 - 210		
Subnet mask	255.255.255.0		
Default gateway	10.100.222.253	Scope option 003	
Lease duration	8 Days	† ************************************	
Domain name	melton.vic.gov.au	Scope option 015	
DNS Servers	10.100.222.20	Scope option 006	
Static Routes	10.0.0.0/8 10.10.200.1 172.16.0.0/12 10.10.200.1 192.168.0.0/16 10.10.200.1	Scope option 121	

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Configuration	Setting	Notes
	172.26.0.0/24 172.26.0.254 172.27.2.0/24 172.27.2.254	
	Table 18 – DHCP Configu	ration

DHCP scope will be provisioned on MEL-DC1 server, but activated only when cloned inside the bubble.

For more details see **DR Testing Runbook** document.

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### 7) Firewall

A number of technologies have been deployed as part of the network security footprint. This section discusses the technologies used and configuration for each.

### **CSX Firewall**

CSX firewall rules in St. Leonard's site will reflect the public and private rules from Clayton site.

#### **Public**

Not used.

#### Private

For a complete list of private firewall rules please see <u>Firewall rules</u> reference document, included as part of this design pack.

### WatchGuard Firewall Appliances

For best security and to enable access to public endpoints in DR, Byte has proposed a WatchGuard Firewall. This will replace the Telstra MIG firewall in DR.

Two WatchGuard XTM-v Small virtual appliances have been provisioned in CSX St Leonards. These will be used to firewall and filter external traffic.

Firewall rules have been translated from MIG to Watchguard.

#### MEL-FW01-DR

This FW will be used as a default for outbound traffic in DR and will be configured as default gateway on all DR servers as well as all workstations in DR scenario. This will be accomplished using one time scripts.

### Network Configuration

Following table contains details about Watchguard interface(s) configuration:

Interface	VMware Network	IP Address	Gateway	Name	Notes
0	Public	101.178.114.169/23	101.178.114.1	External	
1	10.10.200.0_24- 1643790	10.10.200.254/24		Private	
2	10.60.110.0_24- 1643790	10.60.110.254/24		Citrix	
3	172.27.2.0_24- 1643790	172.27.2.254/24		DMZ	

Table 19 - Firewall Configured Interface Details

### Custom Policies

Name	Type	Protocol	Port
SMTP-MSA	Packet Filter	TCP	587

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Name	Type	Protocol	Port
HTTP-Port	Packet Filter	TCP	443
HTTP-Port	Packet Filter	TCP	80
Kaseya-Port	Packet Filter	TCP	5721
Kaseya-Port	Packet Filter	UDP	5721
POP3S	Packet Filter	TCP	995
KMS	Packet Filter	TCP	1688

Table 20 - Customised Security Policies

For a complete list of configured custom policies, please see <u>Firewall custom policies</u> reference document.

#### Firewall Rules

For a complete list of configured firewall rules, please see Firewall rules reference document.

#### Web Console

Management web console: https://10.10.200.254:8080

#### MEL-FW02-DR

#### Network Configuration

Following table contains details about Watchguard interface(s) configuration:

Interface	VMware Network	IP Address	Gateway	Name	Notes
0	Public	101.178.114.170/23	101.178.114.1	External	Network adapter 1
1	10.10.200.0_24- 1643790	10.10.200.253/24		Private	Network adapter 4
2	10.100.222.0_24- 1643790	10.100.222.253/24		Bubble	Network adapter 3

Table 21 - Firewall Configured Interface Details

### **Custom Policies**

Name	Type	Protocol	Port
SMTP-MSA	Packet Filter	TCP	587
HTTP-Port	Packet Filter	TCP	443
HTTP-Port	Packet Filter	TCP	80
Kaseya-Port	Packet Filter	TCP	5721
Kaseya-Port	Packet Filter	UDP	5721
POP3S	Packet Filter	TCP	995
KMS	Packet Filter	TCP	1688

Table 22 - Customised Security Policies

For a complete list of configured custom policies, please see <u>Firewall custom policies</u> reference document.

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Firewall Rules

For a complete list of configured firewall rules, please see Firewall rules reference document.

Web Console

Management web console: https://10.10.200.253:8080

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### 8) Appendix A – Reference Documents

Please see the Excel spreadsheets released as part of this design:

### **Server Guest Architecture**

Melton City Council - DR - Server Details Table v0.1.xlsx



### Firewall rules

Melton City Council – FW rules v0.1.xlsx



### Firewall custom policies



### **DR Testing Runbook**

Melton City Council - DR Testing runbook v0.1.xlsx



### DR Failover Runbook

Melton City Council - DR Failover runbook v0.1.xlsx



### **DR Test RTO Document**



Melton City Council - DR as Built

v1.3

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Item 6.3 VAGO Audit Report Progress Update (Reference 20.1) ICT Security Policy & Documentation Appendix 1 Endoresed Policy, procedures and reviewed documents.

#### **Public IPs**



### 9) Appendix B – Licensing

#### Microsoft

Windows OS licensing required has been provisioned inline with Melton City Council's existing Microsoft licensing agreement, and activated via their MEL-205 KMS server.

#### Veeam

Veeam Standard licensing has been installed via licensing key, and is billed to the customer directly. With Veeam v9.5 onwards, the Veeam server requires a phone-home to verify licensing, which should be reporting 92 VM's protected as per VM scope outlined in the Appendix B: <a href="Server Guest Architecture">Server Guest Architecture</a>

### WatchGuard

### WatchGuard XTMv Small Office MSSP Virtual Appliance

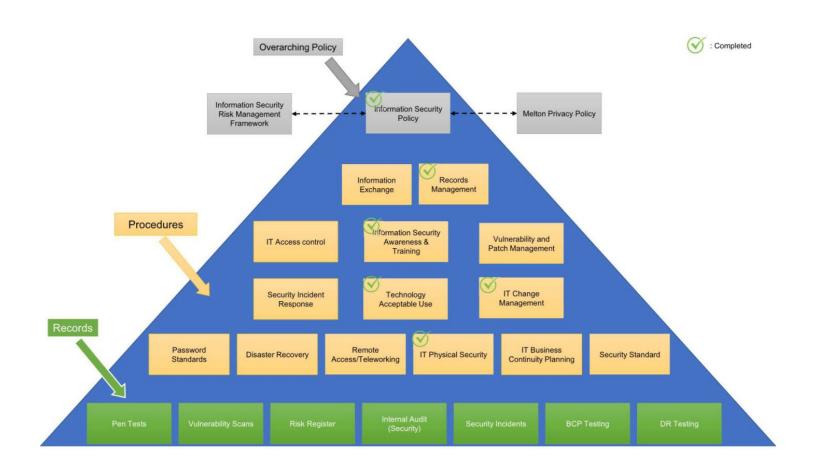
SKU Number: MSSV010000 Serial Number: V1C50509A-BDFF

### WatchGuard XTMv Small Office MSSP Virtual Appliance

SKU Number: MSSV010000 Serial Number: V1C50509B-BCBF

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Item 6.3 VAGO Audit Report Progress Update (Reference 20.1) ICT Security Policy & Documentation Appendix 2 Information Security Framework



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# 6.4 VAGO 2019-20 RESULTS OF LOCAL GOVERNMENT AUDIT RECOMMENDATION No. 3 IT CONTROLS

Author: Mark Domma - Information Services, Manager Presenter: Mark Domma - Information Services, Manager

### PURPOSE OF REPORT

To advise the audit committee of the information security controls implemented during 2019-20 and those planned for 2020-21 that address the IT control deficiencies highlighted in the VAGO Local Government Audit 2019-20 Recommendation no.3.

### RECOMMENDATION:

That Council notes that the Audit & Risk Committee have reviewed IT controls implemented and planned to be implemented in response to Recommendation 3 of the VAGO Local Government Audit 2019-20.

#### Recommendation 4

Ms Gregory/Mr Mansoor

That the Council note that the Audit & Risk Committee reviewed IT controls implemented and planned to be implemented in response to Recommendation 3 of the VAGO Local Government Audit 2019-20, incorporating the action item listed below.

CARRIED

### **AUDIT & RISK COMMITTEE DISCUSSION POINTS**

Discussion took place on the following matters raised by Committee Members:

 That a training session should be conducted for all Councillors in relation to the Information Security Awareness and Training Procedure.

### Action:

Training for all Councillors to be scheduled.

#### REPORT

### 1. Executive Summary

This report serves to highlight IT control concerns underscored in its 2019-20 Local Government Audit. VAGO highlights user access management concerns, including authentication and administrator access, change management and disaster recovery planning, particularly given the heightened risk of the growing number of staff working from home

Over recent years, the Information Technology department has executed an information security program to counter the increasing threat as more council services become digitised and the resultant increase in data being digitally stored. Over the last year, an information security framework was developed. It consisted of an overarching information security policy supported by an Information Security Awareness and Training Procedure, IT Physical

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Security Procedure, IT Change Management Procedure and Records Management Procedure.

In the current year, the information security program will introduce new and revised procedures, including a computer access procedure, which supersedes the user account password procedure, disaster recovery preparedness procedure which replaces the disaster recovery preparedness policy.

In addition, many technology controls were implemented, including some specific to remote working, such as working from home checklist to raise staff awareness of IT computer device security, secure virtual private networking for seamless and secure remote connectivity and a secure and robust video collaboration platform.

The information security framework, with its current and proposed procedures, address the concerns raised within the VAGO audit report. At the same time, technical controls were also implemented that specifically targeted remote working security.

### 2. Background/Issues

The VAGO 2019-20 Local Government audits highlighted a weakening of information technology-related controls, particularly the risk of unauthorised access and the protection of system data integrity. The report highlights concern with business continuity and disaster recovery, user access management and authentication, and technology change management and cites the heightened risk with a growing number of staff access sensitive information while working from home.

The information technology department has an information security program that continually improves information security controls, all of which are applicable whether staff work in the office or remotely. Over the last year, the information security program implemented an information security framework consisting of an overarching information security policy and several underpinning procedures, including;

- Information Security Policy The purpose of this policy is to form the overall information security framework that will protect the reputation, service delivery and financial capacity of the Council through the establishment of controls that maintain and protect the confidentiality, integrity, and availability of Council information assets, and also supporting compliance to the Victorian Protective Data Security Framework.
- Information Security Awareness and Training Procedure This procedure aims to embed ongoing information security awareness and training that instils the desired mindset into the culture at Melton City Council
- IT Physical Security Procedure This procedure aims to enable the Council to reduce the risk of damage or loss of its physical IT assets, resulting in compromised data, including working from home controls.
- IT Change Management Procedure This procedure ensures that changes to MCC's technology and information systems are effectively undertaken to protect its service delivery and information integrity and ensure the high availability of systems.
- Records Management Procedure This procedure aims to direct how Melton City Council (MCC) creates, maintains, retains, and disposes of its records. Good record-keeping of the organisations business activities is essential in protecting its service delivery and reputation by maintaining record confidentiality, integrity and availability.
- Technology Acceptable Use Procedure The purpose of this procedure is to clarify what
  is acceptable use of Melton City Council (MCC) technology and information, including but
  not limited to email services, communication devices, intranet, internet and mobile
  devices.

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In the year ahead, a number of new and revised procedures will be included in the framework, including;

- Disaster recovery preparedness procedure This procedure ensures that the organisation undertakes appropriate disaster readiness testing
- IT Account Management This procedure will supersede the current IT password policy and encompass the purpose of staff being granted computer access accounts, information access controls and passwords.

The Information security program also delivered several system enhancements and technical controls to enhance information security, including some specific to working from home.

- Adoption of Microsoft Teams as collaboration platform Setting Council direction to use Microsoft Teams as the approved collaboration platform during working from home period, which enables greater control and avoid security risk posed by other platforms
- Implementation of Microsoft Defender Advanced Threat Protection, a robust nextgeneration antivirus
- Increased the frequency of software updates so software to mitigate software vulnerabilities
- Introduction of Microsoft Always On Virtual private network for seamless and secure connection to systems for staff working from home
- System penetration testing by a third party to assess that our IT protection security controls are robust and meet industry best practices
- Work from home checklist to raise staff awareness of Council device security when working from home.

### 3. Audit and Risk Committee Annual Plan Reference

The Melton City Council Audit and Risk Committee Annual Plan references:

 Consider reports by regulatory and integrity agencies on investigations and relevance for Council (eg. VAGO/Ombudsman/IBAC/Local Govt. Inspectorate)

### 4. Financial Considerations

Not Applicable

### 5. Consultation/Public Submissions

Not Applicable

### 6. Risk Analysis

Not Applicable

### 7. Options

Accept the report as presented or recommend additional IT controls.

### LIST OF APPENDICES

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- 1. Information Security Policy
- 2. Change Management Procedure
- 3. Information Security Awareness and Training Procedure
- 4. IT Physical Security Procedure
- 5. Records Management Procedure
- 6. Technology Acceptable Use Procedure
- 7. Information Technology Disaster Recovery Planning Policy
- 8. Information Technology User Account Password Procedure

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Item 6.4 VAGO 2019-20 Results of Local Government Audit Recommendation No. 3 IT Controls Appendix 1 Information Security Policy

MELTON	Information Security Policy	
Version No.	1.0, 6 May 2021	
Endorsement	General Manager, Corporate Services 3 May 2021	
Authorisation	Chief Executive Officer 6 May 2021	
Review date	6 May 2024	
Responsible officer	Information Technology Manager	
Policy owner	Information Security Officer	

#### 1. Purpose

The purpose of this policy is to form the overall information security framework that will protect the reputation, service delivery and financial capacity of the Council through the establishment of controls that maintain and protect the confidentiality, integrity, and availability of Council information assets, and also supporting compliance to the Victorian Protective Data Security Framework.

### 2. Scope

This policy applies to;

- All information obtained or held by the Council, whether it be physical or digital, and whether
  it was obtained or held in connection with the function of the Council or not.
- Any person or entity that obtains or holds information to conduct Council business whether the business activity is undertaken by the Council or on behalf of the Council.

### 3. Definitions

Word/Term	Definition
Information asset	A body of information, defined and practically managed so it can be understood, shared, protected and used to its full potential. Information assets support business processes and are stored across a variety of media and formats (i.e. both paper-based as well as electronic material).
	Information assets have a recognisable and manageable value, risk, content and lifecycle. These include the systems (infrastructure, networks and software applications) that the information resides upon.
Information Security	A risk management process designed to safeguard information assets and systems in a way that is proportionate to threats and supportive of business outcomes. It uses a combination of procedural, physical, personnel, information and ICT security measures designed to provide

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	government (organisations) information, functions, resources, employees and clients with protection against security threats.
Availability	The desired state that allows authorised persons access to defined information for authorised purposes, at the time they need to do so.
Integrity	The assurance that information has been created, amended or deleted only by the intended, authorised means and is correct and valid.
Confidentiality	The limiting of public sector information to authorised persons for approved purposes. The confidentiality requirements is determined by considering the potential impacts of unauthorised disclosure of the public sector information.

#### 4. Policy

Information is a critical asset that enables the Council to fulfil its legislative function. The effective use and protection of Council information assets allow it to deliver its services, provides community transparency and protects the community, stakeholders and the organisation from harm. This policy puts in place and supports a principles-based information security framework underpinned by information security-related procedures to safeguard the Council's information assets to enable it to achieve its objectives. Below are the principles this policy adheres to.

- Accountability: Accountabilities will be assigned to an individual for the management of the information security framework and program and to relevant custodians for the management of information assets and cyber security risks associated with their respective lines of business.
- Continuous improvement: The Council will maintain an information security program that
  assesses the external and internal security landscape and systematically addresses information
  security deficiencies.
- Assurance: The information security program will be integrated into the enterprise risk management framework and have senior management oversight.
- Controls: Information assets will be appropriately classified and control applied according to relevant legislation, standards, policies, procedures, and risk-based threat assessments.
- Monitoring: Council will proactively monitor the confidentiality, integrity and availability of its information assets.
- Reporting: The Council will monitor, measure, and report the status of its information security program to relevant government entities and various Council audits.

#### **Policy Breaches**

Adherence to this policy and associated procedures is mandatory for any entity in scope as defined under Scope section of this policy. Any staff member found in breach of this policy shall be subject to Section 7 of Council's Code of Conduct policy which may result in disciplinary actions. Additionally, any entity or supplier found in breach of this policy may result in terminating or cancelling the current service with the Council.

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### 5. Responsibility/Accountability

## **Chief Executive Officer** . The Council's CEO is responsible as the ultimate sponsor to ensure the policy is enforced and adhered to Responsible for the effective operations of the Council, including being accountable to the Council for the effective management of all risks to those operations Information Technology Manager • The manager owns information security at Council. The role is accountable for: o Ensuring Council's information assets are protected in accordance to Council's risk appetite o Ensuring compliance with external standards and frameworks o Providing leadership and direction in managing information security at Council o Reporting any risks that exceed Council's appetite in the corporate risk register o Delegating various aspects of information security to the technology team accordingly 5.3 Information Security Officer . Responsible for the operation of the programme of information security in accordance with this policy and supporting standards. This includes: o Development and implementation of systems, strategy, policies, and procedures o Monitoring and auditing compliance with strategy, policies, systems and procedures o Ensuring that information about Council's information management policies, systems and procedures is communicated throughout the organisation 5.4 General Managers, Managers, and Supervisors • Embed the information security policy and supporting procedures into the work practises of staff, contractors and volunteers and monitor their adherence Understand their role as information asset custodians and implement the appropriate information security controls as directed by the various information security related procedures

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- Responsible for ownership and management of information security risks identified through operations or audits and the implementation of appropriate controls
- Consult with the Information Technology Manager for guidance or assistance with information security related risk mitigation controls

#### 5.5 Council staff, contractors and volunteers

- In accordance with section 125 of Local Government Act 2020, council staff must not intentionally or recklessly disclose information that the person knows, or should reasonably know, is confidential information
- Ensure that Information assets handled, regardless of format or location, will be secured according to the information's level of sensitivity, criticality, and risk
- Familiarisation and compliance with the information security policy and the relevant standards, procedures and undertake appropriate training
- Exercising duty of care to protect information from intentional or accidental disclosure, modification or destruction; and
- Reporting breaches or suspected breaches, weaknesses in systems or services in accordance with IT Helpdesk procedures

### 6. Reference to Legislations and other documents

Name	Location
Public Records Act 1973	https://www.legislation.vic.gov.au/in- force/acts/public-records-act-1973/041
Privacy and Data Protection Act 2014	Privacy and Data Protection Act 2014
Privacy Amendment (Notifiable Data Breaches) Act 2017	https://www.legislation.gov.au/Details/C2017A00012
Local Government Act 2020	Local Government ACT
Victorian Protective Data Security Framework	https://ovic.vic.gov.au/data-protection/framework- vpdsf/
ISO/IEC 27001:2013 Information Security Management Systems (ISO 27001 Standard)	https://www.iso.org/standard/54534.html?
Melton Privacy Policy	Melton City Council Privacy Policy
Code of Conduct	\Intranet Pages\Policies and Procedures.Policies files

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### 7. Appendices

### **Supporting Procedures**

All practices and procedures concerning information security within the Council are to be in accordance with this policy. This includes:

- Records Management Procedure
- · Information Security Awareness and Training
- Technology Acceptable Use
- Change Management
- IT Physical Security
- Vulnerability and patch management
- Open Data Procedure
- IT Access Control
- · Security incident response
- Password Standards and Procedures
- Disaster Recovery Procedures
- Remote Access/Teleworking
- IT Business Continuity Planning
- Security Standards

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Item 6.4 VAGO 2019-20 Results of Local Government Audit Recommendation No. 3 IT Controls Appendix 2 Change Management Procedure

MELTON	Change Management Procedure	
Version No.	1.0, 6 May 2021	
Endorsed:	General Manager Corporate Services, 3 May 2021	
Authorisation	Chief Executive Officer, 6 May 2021	
Review date	6 May 2024	
Responsible officer	r Information Technology Manager	
Procedure owner	F Enterprise Applications Coordinator	

### 1. Purpose

This document defines the IT Change Management Procedure for Melton City Council's (MCC) technology and information systems.

This procedure ensures that changes to MCC's technology and information systems are effectively undertaken to protect its service delivery, integrity of information and ensure high availability of systems.

### 2. Scope

This procedure outlines the change management lifecycle. It applies to any changes to IT systems which are initiated from a variety of sources including projects, maintenance and service requests and are within the control of Melton City Council IT department or hosted on MCC's servers e.g. GIS, library systems, building maintenance.

### 3. Definitions

Word/Term	Definition
Change Proposal	A high-level description of a change to any IT system, including potential service introduction, removal or significant change to a service or service assets.
Standard Change	Changes that are pre-approved and which are low risk, relatively common and follow standardised documented procedures or work instructions.
	Normally this type of change is delegated (execution and approval) to the IT Service Desk.
Normal - Minor Change	A planned change which impacts the MCC IT landscape and can include the installation of a new application or infrastructure, the modification of an existing application or infrastructure, decommissioning of existing applications and infrastructure.

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	A category of changes with a certain (lower) risk profile, limited number of steps and lower level of authorisation level and are approved by the Change Manager.
Normal - Major Change	A category of changes with a certain (higher) risk profile, higher number of steps and higher level of authorisation level. E.g. delegated to the Change Advisory Board (CAB).
Emergency Change	A change intended to repair a substantial error or address a serious security issue that can or has negatively impacted the integrity, confidentiality or availability of MCC's IT Systems and information.

#### 4. Procedure

#### Overview

Change Management ensures that necessary changes can be assessed for their business and technical impact, approved, scheduled, and implemented in a controlled and documented manner.

All change requests must go through the following:

- Creating a charge proposal request, for emergency changes the proposal can be created after implementation
- 2. Categorising the change
- 3. Assessing the proposal
- 4. Implementing the change

### 4.1 Creating a Change Proposal Request

- All Requests for Change (RFC) proposals must be raised on MCC's Sharepoint intranet change management page. Change Approval Board – Home. All Change Proposals and their status are listed on this site.
- The Change Requestor must seek input from the appropriate IT area before submitting a Major Change
- An Emergency Change Proposal can be raised retrospectively.

#### 4.2 Categorising a Change Request

The Change Requestor will need to select the Change Category Type they are proposing. If the Change Requestor is unsure, they can seek clarification from the IT Service Desk team, the Application Analysts' team or with the Change Manager directly.

Change Requests Types (refer to definitions above)

### Standard Change

- The IT Service Desk will verify if the change request type has been correctly classified as a Standard Change.
- Normal Minor or Major.
- Emergency This must be agreed to by the Change Manager, Enterprise Applications Coordinator, Infrastructure Coordinator and IT Service Desk Coordinator.

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### 4.3 Approving a Change Request

#### · Standard Change

Standard change requests are automatically approved.

#### Normal Change

- All Normal Changes are reviewed by Change Advisory Board (CAB)who will provide advice and recommendations to the Change Manager.
- Minor
  - Changes are approved by the Change Manager within one week of receiving the change request.
  - The Change Manager may reclassify the change request as Major and refer it to the Design Advisory Group (DAG)
- Major
  - Changes/initiatives are to be approved by DAG, who meet weekly.
  - For change requests that are rejected, DAG will make suggestions or require further information for future approval.

#### Emergency Change

- All Emergency Change requests must be raised to the Change Manager, who will convene a discussion with the Change Requestor and the appropriate stakeholders e.g. the Enterprise Applications Coordinator, Infrastructure Coordinator and Service Desk Coordinator, Information Security Officer.
- The Change Manager must review the proposed change and evaluate whether the change should proceed, with the understanding that the change has not been thoroughly planned, designed or tested and is focused on resolving an issue that is of a high impact.

### 4.4 Implementing a Change Request

- Authorised changes will be deployed into the production IT landscape by the relevant project groups with help from other IT staff as needed.
- Depending on the size of the change and if it is an emergency change, there
  may be checkpoints and go/no go decision points to ensure that there are no
  adverse effects to the production environment.
- After the change event, the Change Manager must create an entry in the Change Log located on the Change Management Sharepoint site, regardless of whether the change was successful or not.
- After the implementation has been active for two weeks, a post implementation review is performed for all Major Normal and Emergency Changes.

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### 4.5 Compliance and Enforcement of Procedure

Compliance and effectiveness of this procedure is covered by a monthly report that includes:

- Number of unauthorised changes that are detected target 0%
- Number of unplanned outages as a result of a Change Request being implemented – target 0%

The report will be reviewed by the Change Manager who will record all non-compliances in MCC records management system and address the non-compliance with the appropriate User and inform their line manager.

Note: Compliance to this procedure will exclude all emergency change requests.

### 5. Responsibility /Accountability

5.1	5.1 Enterprise Application Coordinator		
	Enterprise Application Coordinator acts as the Change Management Process Owner and is responsible for:     Designing, implementing and reviewing the change process design annually or more frequently if required.     Ensuring all associated documentation (work instructions, tables and checklists) are maintained and circulated to all appropriate staff.     Reporting on compliance and enforcement of this procedure.		
5.2	Change Manager - Enterprise Application Coordinator is acting in this responsibility		
5.3	The Change Manager is accountable for: The approval or rejection of Change Requests. Compliance reporting. Monitoring the effectiveness of the change management process and making recommendations to the Process Owner for improvement on an ongoing basis; Developing and maintaining the Change Management tools. Managing CAB, ensuring its effectiveness. Ensuring staff working in the process are appropriately skilled and trained. Promoting and publicising change management through MCC communication channels (IS Newsletter etc)  IT Service Desk		
	<ul> <li>Implementing of standard change requests.</li> <li>Referring incidents/problems with Standard Change Requests to the Change Manager.</li> <li>Supporting all Normal and Emergency changes as required.</li> </ul>		
5.5	Change Advisory Board (CAB)		

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This board consists of Enterprise Application Coordinator, Infrastructure Coordinator, IT Service Desk Coordinator, a Solution Architect, and an Application Analyst, and responsible · Reviewing proposed Change Requests and making recommendations to the Change Manager or Change Requestor. · Providing expert advice on proposed changes. Design Advisory Group (DAG) · Assisting with RFC preparation. • Evaluating and endorsing the design and organisational need of IT Change Requests.

### 6. References and links to legislation and other documents

Name	Location
Information Security Policy	http://Intranet/Pages/home.aspx

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### 7. Appendices

### Appendix A – Design Authority Group Process

#### **DAG Assessment of RFC**

- All Normal RFC will be discussed at the Design Authority Group meeting.
- The change requestor will need to attend to discuss the required change and provide further details about the change. This forum will provide advice to the change requestor about the impending change. The members of the DAG will determine if the solution design is technically sound. Areas reviewed include:
  - Architectural analysis
  - Organisational fit,
  - o Alignment to the IT roadmap
  - Alignment to IT Strategies
- During this meeting, a change may be able to be reclassified as Standard. In this
  case, the RFC will have its status changed and the Service Desk will be informed that
  the change is now considered to be a Standard Change. This can then be added to
  the Standard Catalogue.
- The members of the DAG will determine if the RFC is approved for implementation, or if the solution design needs to be revisited.

### **DAG Determines RFC Endorsement**

- The DAG will provide input and endorse the Change Request based on a number of areas including:
  - Scope, dependencies and impact of a potential change.
  - Technology selection, solution options and architecture
  - o Risk, mitigation actions, responsibilities and change categorisation
  - Alignment with IT architectural principles, policies and standards
  - Testing, implementation and post validation steps
  - Rollback and communication plans
- If DAG endorses the change, then the proposed change has been given the green light for implementation.
- Otherwise, the DAG may make alternative suggestions or require further information to be brought back to a future DAG meeting.

### Present Change to CAB

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- RFC is to be presented to the CAB members for approval as a planned release. This
  step requires the change requestor to populate the agreed CAB document providing
  evidence of test results, UAT sign off and a proposed go-live production release date.
- The Change Manager will coordinate the change together with the change requestor and the team members who will be implementing the change into MCCs production environment.

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### Appendix B - 'Emergency' Change Process

#### 'Emergency' RFC Received

- The Change Manager must review the proposed change and evaluate whether the change should proceed with the understanding that the change has not been thoroughly planned, designed or tested and is focused on resolving an issue that is of a high impact.
- There is no need to complete the CAB document, nor raise a change entry into the RFC Change Management Sharepoint site. However, on implementation of the emergency change, it is expected that the required documentation and change request is created retrospectively. This will ensure that we have logged the requested change and have record of it after completion.

#### **Determine Emergency Change**

- When the request is approved, then the change will be planned for execution and deployment into the production environment.
- If the emergency change is refused, then the change requestor will be need to follow the normal process for deploying a change.

### **Execute Change**

 If the change is approved, the Change Owner may proceed with implementing the change as per the agreed deployment time.

### Discuss at next CAB Meeting

 After the change event, the Change Owner must raise this emergency change at the next CAB meeting to present the CAB document and discuss the process followed to implement the change.

#### Appendix C - 'Normal' Change Process

### Discuss initiative with IT team

- All Normal changes/initiatives are to be raised and discussed with Design Advisory Group.
- For larger projects and changes it is required to start the discussions for a solution earlier. Early socialisation will ensure the correct and complete solution is identified, and will also ensure that the CAB will approve the change and implementation process.
- This discussion will provide guidance and recommendations for a solution to the change requestor.

### Lodge Request on Sharepoint

Change requestor creates the RFC.

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- Once the change requestor has completed the above, they need to request a time on the upcoming DAG to present the RFC for endorsement.
- The DAG agenda is managed by the Enterprise Applications Coordinator and the architecture team.

#### **Design Advisory Group Reviews the RFC**

- The DAG will meet to review the request for change. The group will review the RFC, ensuring that the proposed solution design does not raise any concerns. The DAG will endorse the design or request for more information. Once endorsed the change can move into build and test and be ready for CAB once the technical work and testing is completed. Minimum requirements must be met to release the RFC to the CAB
- The DAG will perform two items for the RFC. The first one is to endorse the design
  and the solution. The second task is to ensure the change is ready for CAB and any
  considerations will be raised for discussion.
- The DAG will:
  - o Validate change category
  - Check for complete content and suggest updates if required
  - o Discuss concerns or opportunities with the solution
  - o Endorse for the CAB

#### **Build and Test Change**

- Authorised Changes will be managed by the relevant technical groups or project teams to make the changes needed to implement the RFC. Change Management has responsibility for ensuring that Changes are built and tested as scheduled. This is largely a coordination role, as the actual implementation will be the responsibility of the project team.
- Change Management has an oversight role to ensure that remediation procedures
  are prepared and documented in advance, that all Changes are thoroughly tested
  (where possible) and that implementation is scheduled when the least impact on live
  services is likely.

### Categorise Change

- Based on the RFC categorisation, if the change is major it must be reviewed by CAB.
   If the RFC is considered minor, the change can be reviewed and authorised for deployment by the Change Manager.
- For minor changes, the project analyst or project manager must present the change
  to the Change Manager for authorisation before the change can be implemented into
  the Production Environment. This is necessary to ensure that all due diligence is
  being done as the change is not being presented at the CAB meeting.

#### **CAB Review**

 The CAB occurs every week at the same time and with the same members. The sponsor will introduce the RFC and the presenter will talk to the detail. In this meeting, the CAB will either approve or reject the decision. Decisions are recorded and available online with all the parties are notified with the outcome

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- o Individuals present RFC supported by the sponsor (member of the CAB)
- Present scope, risks, implementation, rollback plans, and communication plans
- o Final reviews completed, change is approved/rejected/cancelled
- Outcomes are recorded online
- If CAB does not approve the change, then RFC owner and sponsor manage actions that arise from the CAB meeting.
- Any follow up activities are completed and the change is presented to the change manager for endorsement. Once endorsed the change is planned for implementation.

#### **Schedule Change**

- The endorsed RFC is scheduled into the change calendar with the day and time the Change will be deployed into the production environment.
- The change requestor is responsible for communicating the change to stakeholders and impacted users.
- All CAB documentation, deployment run sheets, UAT confirmation artefacts and signed off documents are to be stored within ECM, the council's document management system

### Implement RFC into production

- Authorised Changes will be deployed into the production IT landscape by the relevant project groups with help from other IT staff as needed.
- This process is presented in the CAB documentation and usually is outlined in a
  detailed step by step run sheet for the deployment window.
- Depending on the size of the change, there may be checkpoints and go-no go decision points to ensure that there is no adverse effects to the production environment before the change is considered as successful.

### Post Implementation Review at CAB

- Depending on the outcomes of the deployment, the RFC will have either been successfully deployed or failed to be deployed.
- After the implementation has been active for a couple of weeks, a post implementation review is performed after the completion of the activities and assessment if the change caused any issues. These items will become part of lessons learnt and improvements for future deployments.
- All actions are due within 4 weeks of the production release date.

#### Appendix D - Applications Management Team Responsibilities

- · The Applications Management Team has the responsibility for:
  - o Accepting Changes assigned to them
  - o Build and Test of Changes

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- o Documenting all actions in the Change, as a record.
- o Managing 3rd party specialists where necessary.
- Seeking 3rd party support and advice when appropriate
- o Participating in Change Reviews when requested.

### Appendix E - Change Advisory Board (CAB) Review Process

- The CAB is a group of strategically selected staff who can contribute to the decision
  making process around IT change management. The CAB members will change per
  meeting and it is the Change Manager's responsibility to decide who will attend,
  based on the agenda for that meeting.
- The CAB should have regular meetings to review proposed changes. The Change Manager must minute the meeting and record the salient points. The Change Manager can invite the appropriate council staff to the CAB meeting to assist with:
  - o Specialised technical input
  - o The business perspective
  - Vendor advice
- It is the Change Manager themselves, who are ultimately accountable for the approval or rejection of the change. The CAB is there to give them expert advice.
- A standard CAB agenda should include a review of:
  - o Failed changes
  - o Backed-out changes
  - o Changes applied without reference to the CAB
  - o RFCs to be assessed by CAB members
  - o RFCs that have been assessed by CAB members
  - Change reviews
  - The Change Management process, including any amendments made to it during the period under discussion, as well as proposed changes

### Appendix F - Design Advisory Group (DAG) Process

- The DAG is an advisory group and governance forum for IT architectural decisions, which meets regularly for changes to be presented and discussed. The DAG provides the opportunity for shaping a business solution, providing consultancy for changes to existing technology, services or processes and is a forum for discussing technical solutions to satisfy business needs.
- DAG operates independently of projects and is an early opportunity for a high level solution design to be discussed and endorsed.
- The DAG will provide:
  - Help with RFC preparation
  - o Evaluate scope, dependencies and impact of a potential change

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- o Endorse technology selection, solution options and architecture
- o Input into risk, mitigation actions, responsibilities and change categorisation
- o Ensure alignment with IT architectural principles, policies and standards
- o Advice on testing, implementation and post validation steps
- Verify rollback and communication plans

### Appendix G - Metrics

- On a quarterly basis, the change manager should produce and table reports to the IT Manager listing the below metrics.
  - o Progress towards the Goal of Change Management
    - Percentage of failed changes
    - Number of unauthorised Changes that are detected
    - Number of outages during changes
    - Number of Incidents caused by Changes
    - Improvement in perceived IT Quality in relation to IT changes (from Survey or request feedback)
  - o Process Compliance
    - Percentage of rejected RFCs
    - Change backlog (changes not actioned by their target date and number of RFCs not considered)
    - Number of failed changes without a back-out plan
    - Percentage of changes on time (within their target)
    - Number of changes that do not deliver expect results
  - Workload Monitoring
    - · Number of Open changes for each support specialist
    - Number of RFCs for each Service
  - o Change Requests Issues
    - Number of unplanned outages due to implementing a Change Request
    - Percentage of failed changes, i.e. the implementation process has failed
    - Percentage of rejected Change Requests
    - Percentage of changes on time (within their target) >90%
    - Change backlog (changes not actioned by their target date and number of RFCs not considered) <10%</li>

### Appendix H - Change Management Guidelines

To ensure service excellence, IT commits to the following business guidelines:

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Document Reference No	Description	
POL-BAI06-01	Any change to an IT asset shall be subject to the Change Management policy.	
POL-BAI06-02	MCC-IT shall continually align the Change Management process with other authorised, documented or formal business, project and stakeholder change management processes.	
	<ul> <li>All changes are in line with business requirements.</li> </ul>	
POL-BAI06-03	MCC-IT shall ensure a process owner is assigned to the Change Management process for having the ownership of the process and the related documentation.	
POL-BAI06-04	All IT service changes shall be recorded, documented, classified, assessed, authorised and reviewed by the Change Management process.	
	<ul> <li>MCC-IT shall establish change type categorisation.</li> </ul>	
	<ul> <li>Authorised Changes are made in a timely manner and with minimal errors.</li> </ul>	
POL-BAI06-05	MCC-IT shall ensure that a Change Authority is appointed who has the ultimate approval for all types of Change Requests.	
POL-BAI06-06	MCC-IT shall justify all Emergency Change requests, ensuring they follow the related procedures.	
	All emergency Changes are reviewed and authorised (after the change)	
POL-BAI06-07	MCC-IT shall conduct risk assessments for all changes to ensure the risk impact is clearly understood, optimised and accepted for each change.	
POL-BAI06-08	MCC-IT shall ensure all affected business and IT groups receive the communication about the changes and their service impact in a clear and timely fashion.	
POL-BAI06-09	The Change Management process owner shall adopt a continual improvement approach to ensure the Change Management process is continually measured, improved and aligned to its business objectives and the organisational balanced scorecard.	
	<ul> <li>The Change Management process owner shall conduct the review of the process at least once a year and ensure all process related documentation (policy, process, procedures and work instruction documents) is kept up-to-date</li> </ul>	
POL-BAI06-10	All MCC-IT employees, contractors and service providers that have assigned roles within the Change Management process shall be required to:	
	<ul> <li>read, understand and agree to this policy document</li> </ul>	
	<ul> <li>read, understand and agree to the process documentation relevant to their role</li> </ul>	
	<ul> <li>follow all processes, procedures and work instructions relevant to their assigned roles</li> </ul>	

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### Appendix I - Goal of Change Management

The goal of the Change Management process is to ensure that standardised methods and procedures are used for efficient and prompt handling of all changes, in order to minimise the impact of change-related incidents upon service quality, and consequently to improve the day-to-day operations of the organisation.

The following Critical Success Factors and Key Performance Indicators have been identified;

Critical Success Factors	Key Performance Indicators
Control of unauthorised Changes	Number of unauthorised Changes that are detected
A prompt and efficient Change process	Number of Incidents caused by Changes     Change backlog
Accurate assessment of the impact of changes	Number of changes that do not deliver expected results
Ensuring compliance with the change process	<ul> <li>Percentage of rejected RFCs</li> <li>Number of failed changes without a "back-out" plan</li> <li>Percentage of changes on time (within their target)</li> </ul>

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MELTON	Information Security Awareness and Training Procedure	
Version No.	1.0, 6 May 2021	
Endorsement	General Manager Corporate Services 3 May 2021	
Authorisation	Chief Executive Officer 6 May 2021	
Review date	6 May 2024	
Responsible officer	Information Technology Manager	
Procedure owner	Information Security Officer	

### 1. Purpose

The purpose of this procedure is to embed ongoing information security awareness and training, that instils the desired mindset into the culture at Melton City Council (MCC). The aim is to reduce the likelihood that poor work practises threaten the reputation, service delivery and financial capacity of the organisation.

### 2. Scope

This procedure outlines the Information Security Awareness and Training requirements of all Users (see below for a definition). It describes the obligations and practical steps to ensure all Users are complying with requirements.

This procedure applies to all Users who use MCC's IT environment, whether on-site or anywhere else.

### 3. Definitions

Word/Term	Definition	
User	All employees of MCC, including part-time employees, councillors, temporary hires (interns, contractors), third-party vendors, service providers and people deemed to under the control of this procedure by the Information Security Officer.	
Security Awareness	Is maintaining a continuous level of understanding about a broad range of information security matters. It is a state whereby a person is familiar with IT security, policies, practices, and procedures that are required to use MCC's IT resources safely and securely	
Security Training	Training can be broad based or narrow-focused to address specific IT Security issues in one or more specific security topics.  Training strives to produce relevant and needed security skills and competency. The content of training programs is usually designed to the requirements of specific target audiences.	

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#### 4. Procedure

Information Security Awareness and Training activities will ensure that all Users attain a sufficient understanding of information security matters, such as obligations under the Information Security Policy, related procedures and knowledge related to the evolving information security landscape.

#### 4.1. Information Security Awareness and Training Activities

- All Users must undergo Information Security Awareness Training as part of their induction and within 14 days of accessing Councils information resources. Refer to MCC's Induction Policy/Procedure.
- If Information Security Awareness Training is not completed in the required timeframe, the Information Security Officer shall issue a report to the appropriate manager/team leader.
- All Users need to complete a mandatory Information Security Awareness Refresher Course annually, to address particular security issues e.g., after an incident has occurred.
- Selected Users may need to complete compulsory role-based Information Security
  Awareness Training as deemed necessary by the Information Security Officer. This
  may be due to the requirements of their position or in response to a current threat
  and/or awareness needs to be raised.
- IT Security Awareness and Training will be ongoing at MCC, to maintain a consistent
  and appropriate level of awareness. The IT Department will issue periodic security
  awareness reminders to employees through various activities including, but not limited
  to:
  - o Emails
  - o Lunch and Learn sessions
  - Security debriefs
  - Security articles in IT Bulletin, Intranet pages, etc.

#### 4.2. Information Security Intranet Knowledge Base

All Users are required to familiarise themselves with MCC's Information Security
Knowledge Base on the Intranet. This site is the focal point for security awareness,
providing information and guidance on a wide variety of information security matters. It is
a definitive source of current information, security policies and procedures, training videos
and guidelines.

#### 4.3. Security Training Records

- MCC's People and Culture Department will record training attendance, including induction, compulsory training, refresher training and optional training sessions, in MCC's Learning Management System.
- Individual training records will be retained in MCC's Records Management System, for a duration defined by the Records Management Procedure.

#### 4.4. Annual Awareness Requirements

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- Information Security Awareness and Training content will be regularly reviewed by the Information Security Officer and updated as appropriate.
- Information Security Awareness Refresher Courses must be completed by all Users annually and should include the following information security components:
  - Information Security Policy and related procedures
  - Evolving threats, vulnerabilities, and risks

#### 4.5. Training Methods

Information Security Awareness Training will be presented using a variety of means including: MCC's Learning Management System, interactive computer sessions (via MS Teams), instructor-led training (in-classroom training), individual sessions etc.

### 4.6. Compliance and Enforcement of Procedure

- MCC's Information Security Officer can initiate an Information Security Awareness Test. This can be in the form of sending out suspicious e-mails, links to suspicious sites, suspicious phone calls etc.
- Compliance to this procedure will be measured by:
  - Number of Users completing information security training within agreed times, noting that this should be 100%.
  - Number of information security concerns reported, which is an indicator of the awareness by users of potential threats.

### 5. Responsibility /Accountability

### Information Security Officer Responsible for the operation of the program of Information Security Awareness and Training in accordance with this procedure. This includes: o Development and implementation. Monitoring and auditing compliance. Ensuring that information about the Information Security Awareness and Training Procedure is communicated throughout the organisation. 5.2 Information Technology Manager Accountable for the operation of the program of Information Security Awareness and Training in accordance with this procedure: This includes: o Ensuring MCC's information assets are protected. o Ensuring compliance with external standards and frameworks. o Providing leadership and direction in managing information security and the Security Awareness and Training Program. 5.3. General Managers, Managers and Supervisors • Embed this Information Security Awareness and Training Procedure into the work practises of Users and monitor their adherence. Understand their role as information asset custodians and managers of information security risks and ensure that all Users complete the prescribed Information Security Awareness Training and participate in other activities where appropriate, according to this procedure.

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accordance with IT Service Desk procedures.

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Consult with the Information Security Officer for guidance or assistance with implementation of this procedure.

5.4. People and Culture Team

Schedule Information Security Awareness Training for Users as required.
Schedule Information Security Awareness Refresher Courses annually or ad-hoc at the request of the Information Security Manager
Work with the Information Security Officer to upload required Information Security Awareness Training Modules into the MCC Learning Management System.
Provide Information Security Awareness Training completion status reports for compliance monitoring

5.5 Users

Familiarisation and compliance with this Information Security Awareness and Training Procedure and other related policies and procedures.
Reporting breaches or suspected breaches, weaknesses in systems or services in

### 6. References

Name	Location
Information Security Policy	http://Intranet/Pages/home.aspx

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MELTON	IT Physical Security Procedure	
Version No.	1.0, 6 May 2021	
Endorsement	General Manager Corporate Services, 3 May 2021	
Authorisation	Chief Executive Officer, 6 May 2021	
Review date	6 May 2024	
Responsible officer	Information Technology Manager	
Procedure owner	Infrastructure Coordinator	

### 1. Purpose

This procedure aims to enable the Council to reduce the risk of damage or loss of its physical IT assets, which may result in data being compromised.

#### 2. Scope

This procedure describes the physical access controls over all Melton City Council (MCC) owned IT assets and information located on MCC premises to reduce the risk of theft and damage that could impact MCC service delivery, finances, or reputation.

This procedure applies to all MCC employees, contractors and service providers who use IT assets or require access to MCC equipment or information regardless of physical location, e.g. MCC Offices, Field and Home.

### 3. Definitions

Word/Term	Definition
Device	IT equipment including workstation, computer, telephone, notepads, mobile devices etc.
IT Facilities	Melton's data centres are located off-site, hosted by external service providers, and access is governed by the service provider physical security practices.  This procedure only applies to equipment located on MCC facilities.
IT User	Any person authorised to use, operate, install or maintain information systems, IT equipment, corporate information to support Council operations and services including, but is not limited to, employees, councillors, contractors, visitors and volunteers.
Workstation Area	Staff working area which have council provided IT peripherals such as a computer, telephone, and mobile devices. Users working area including council provided space and home office or work area.

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#### 4. Procedure

### 4.1. Using IT Equipment

The following applies to Users with Council supplied or their own equipment and caters for the different physical environments:

#### 4.1.1. Work Area / In the Office

- Users must lock their device when leaving their desk unattended. For workstations/laptops pressing Control+Alt+Delete, mobile devices selecting the lock button or feature.
- Users shall not leave any paper notes, portable hard disk drives, USB drives, etc. containing critical information unattended e.g. financial, customer information.

#### 4.1.2. Work Area / At Home

In addition to 4.1.1:

- Users must not allow anyone to use their Council supplied device.
- Users using their own device must ensure that sensitive data is not accessed or viewable by any other person.

#### 4.1.3. Mobile Device/On the Road

- All devices must be securely locked away and out of sight when leaving the vehicle unattended.
- · Any lost devices must be reported to IT Service Desk as soon as possible.
- · Users must not leave their device unattended.
- Users must ensure that sensitive information cannot be viewed or accessed from public places.

### 4.2. Melton IT Facilities

General site access to facilities is managed by Property Services. Contractors from authorised Managed Service Providers will work on IT and Communication infrastructure and require access to the rooms and related Equipment e.g. Telstra, electrical contractors.

When accessing rooms with IT equipment the following applies:

- All Contractors must register using Council's Visitor Register before being granted access
- Access to IT equipment cabinets is granted and managed only by IT Help Desk or IT Infrastructure Management Staff, including office and afterhours access.
- Council's representative is responsible for overseeing the work carried out and escorting the contractor into and out of the facility.

### 4.3. Reporting Information Technology Security Incidents

- All actual or suspected security incidents are to be reported as soon as possible to the IT Service Desk. Examples include – stealing, accessing another person's IT equipment, unknown users accessing the communications cabinet, users leaving sensitive information on their work area.
- The IT Services Desk officer shall log all details into the IT Help Desk system and if deemed high-risk inform Information Security Officer who will determine the best course of action.

### 4.4. Compliance and Reporting

Compliance to this Procedure is covered by:

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- Provide quarterly summary incident report recorded in the IT Help Desk system to the Information Security Officer.
- Conducting an annual external compliance Audit e.g. checking resolution of IT Physical Security Issues, conducting interviews, spot checks.

### 5. Responsibility / Accountability

5.1	Information Technology Manager	
	<ul> <li>Ensuring this procedure is communicated to all IT Staff.</li> <li>Report any high risks issues to Executive.</li> </ul>	
5.2	Information Security Officer	
	<ul> <li>Overseeing compliance audits.</li> <li>Assessing incidents and taking action with the appropriate Manager/Supervisor to resolve issues.</li> <li>Assessing high risk IT Help Desk incidents reported determining the best course of action.</li> <li>Reporting high risk incidents to the IT Manager.</li> </ul>	
5.2	Service Desk Management Coordinator	
	<ul> <li>Producing and managing the IT Help Desk incident report on a quarterly basis.</li> <li>Reporting potential high-risk incidents to the Information Security Officer.</li> </ul>	
5.3	Infrastructure Coordinator	
	<ul> <li>Communicating this procedure with IT managed service providers.</li> <li>Completing an annual physical security audit of Council's IT facilities.</li> <li>Ensuring that these providers adhere to this procedure.</li> <li>Initiating a Compliance Audit of this Procedure.</li> <li>Annually reviewing service providers certification to ensure they comply with relevant Physical Security standards e.g, checking for currency, non-compliance</li> </ul>	
5.4	General Managers, Managers, and Supervisors	
	<ul> <li>Taking action to resolve security issues.</li> <li>Monitoring users (staff, visitors and contractors) under their supervision to ensure that they are aware, understand and comply with this procedure.</li> <li>Identify risks and issues and reporting them to the IT Help Desk.</li> </ul>	
5.5	Users	
	<ul> <li>Reading and understanding this procedure and seeking any clarifications.</li> <li>Adhering to this procedure and reporting any incidents to the IT Help Desk.</li> <li>Exercising duty of care to protect IT peripheral equipment from intentional or accidental disclosure, modification or destruction.</li> <li>Developing an adequate level of physical security awareness, education, and training to ensure they have an appropriate understanding of information security.</li> </ul>	
5.6	IT Services Desk officer	
	Logging all details into the IT Help Desk system and for high-risk incidents notifying the	

### 6. References and links to legislation and other documents

Name	Location	
Information Security Policy	http://Intranet/Pages/home.aspx	

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M E L T O N	Records Management Procedure	
Version No.	1.0, 6 May 2021	
Endorsement	General Manager Corporate Services, 3 May 2021	
Authorisation	Chief Executive Officer, 6 May 2021	
Review date	6 May 2024	
Responsible officer	Information Technology Manager	
Procedure owner	Information Management Coordinator	

#### 1. Purpose

This procedure aims to direct the way Melton City Council (MCC) creates, maintains, retains and disposes of its records. Good record-keeping of the organisations business activities is essential in protecting its service delivery and reputation by maintaining record confidentiality, integrity and availability.

#### 2. Scope

This procedure applies to:

- Any person or entity that is charged with creating, capturing or has access to Council
  information in the undertaking of Council business either directly or on behalf of Council;
- Information and records, whether physical, electronic or digital, created or received in the course of Council's business;
- All information management practises including information creation, collection, security, use, control, dissemination, preservation and disposal of Council records and information and:
- All business applications used to create, manage and store information, including the
  official information management system, websites, social media applications, databases
  and business information systems both in-house and offsite.

# 3. Definitions

Word/Term	Definition	
Record	A record may be hardcopy, digital, email, sound or video recording that contains evidence of a business transaction or activity as best determined by the user.	
	For a comprehensive list, refer to the reference at the end of this procedure - Which records to keep (endorsed by the Public Records Office Victoria).	
	A record excludes:	
	<ul> <li>working documents, e.g., rough notes and calculations</li> <li>drafts not intended for retention</li> </ul>	

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	<ul> <li>additional copies of documents, emails and publications maintained for reference purposes.</li> </ul>	
User	All employees of MCC, including part-time employees, councillors, temporary hires (interns, contractors), third-party vendors, service providers and people deemed to under the control of this procedure by the Information Management Coordinator.	
Metadata	Data that provides information about other data. It summarises the basic information about data and makes it easier to find and work with particular data instances. Examples of metadata include size, type, create date, author, etc.	

#### 4. Procedure

This procedure applies to the records management lifecycle commencing from the creation or receiving of records through to the disposal and destruction of records and provides direction on;

- 1. Creating or receiving and storing records
- 2. Classifying the record to ensure it has the right level of security and access
- 3. Maintaining, editing, and using the record
- 4. Disposing of the record:
  - 4.1. Destroying temporary records
  - 4.2. Archiving permanent records

# 4.1. Creating or receiving

- The final version of a record or version superseded after that must be saved in the records management system as soon as is practicable.
- Transactional records such as payroll are stored within their respective business information system (e.g. Authority)
- Copies of records or those in draft format can be stored in other Council-mandated document repositories (e.g. Council OneDrive or Intranet).
- Hardcopy documents printed from an electronic record should be printed with a "Copy" watermark or stamped copy to distinguish it from the original.
- It is the responsibility of the receiving user to scan and store hardcopy records appropriately in Archive Container obtained from Information Management.
- · Information Management Team will manage hardcopy records received at the reception

# 4.2. Classifying

- Users must select an appropriate classification for the record using the Records Classification Scheme.
  - The Records Management System will then automatically apply the selected security and disposal schedule against the record.
  - Copy of Classifications, including the security and disposal schedule, can be obtained from Information Management as required.
- · Users must add metadata against the record when receiving or saving it to ensure it can be:
  - Easily retrieved
  - · Comply with legislative requirements
  - Minimise duplication.

#### 4.3. Maintaining and using

 Records that are altered must be saved in the records management system, with any superseded version also stored within the record management system.

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- An altered record needs to contain a reference to the original, final copy and any significant alterations or drafts that would support the council policy, actions, decisions, functions and operations.
- · Related records, including relationship to original records, should be linked.

#### 4.4. Disposing

- Users must not destroy the final version, either hard or electronic copy, or business relevant records without the approval from Information Management. These records will be destroyed under the appropriate Public Records Office Victoria retention disposal authority.
- Users can dispose of drafts, working documents, copies of records within provided destruction bins.
- Once a record has been disposed or destroyed, a reference to the document destruction must be captured as per Public Records Office Victoria disposal guideline - refer to Appendix A
- MCC Business Units need to review their records annually and organise a consultation with Information Management to review their information repository.

#### 4.5. Compliance and Reporting

- · Compliance with this procedure is covered by:
  - An annual internal Public Records Office Victoria audit conducted by the Information Management.
  - The Audit will be recorded in the Records Management System, and any risks will be recorded in MCC's Corporate Risk Register in accordance with the Risk Management Framework. Any issues will be reviewed by the Information Management Coordinator for action, which may include training and awareness.

#### 5. Responsibility / Accountability

# **Chief Executive Officer** Responsible under section 13 of the Public Records Act 1973 for carrying out a program of records management in accordance with the standards established under section 12 of the Public Records Act. Information Technology Manager Ensuring this procedure is communicated by line managers to all users · Reporting any risks that exceed Council's appetite in the corporate risk register 5.3 Information Management Coordinator Accountable for the implementation and monitoring compliance of this procedure. Overseeing compliance audits Assessing incidents and taking action with the appropriate Manager/Supervisor to resolve issues. 5.3 General Managers, Managers, and Supervisors Embed this procedure into the work practices of users under their control and monitor their adherence Taking action to resolve breaches of this procedure **Information Management Team** Responsible for the reliability, continuing operation and full functionality of computerised systems that generate records, storage, maintenance and retrieval of council records.

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- · Maintenance of corporate electronic and hardcopy records.
- Maintenance of MCC's Records Management System.
- Providing system training and record-keeping advice to staff.
- · Electronic file creation, storage, and retrieval.
- Storage and management of hardcopy records in their control.
- Managing records in accordance with approved retention and disposal authority and associated procedures.

#### 5.5 Users

- Understanding MCC's records management procedure, and seeking clarification from the Information Management Team as required.
- Developing an adequate level of records management awareness.
- Ensuring that all records, including corporate emails are captured into MCC's Records Management System.

# 6. References and links to legislation and other documents

Name	Location	
Information Security Policy	http://Intranet/Pages/home.aspx	
Records management user guide	https://meltoncitycouncil.sharepoint.com/sites/InformationTechnology/SitePages/User-Guides.aspx	
Overall record-keeping guidelines	https://prov.vic.gov.au/record-keeping-government/getting-started	
Which records to keep (endorsed by PROV)	https://www.forgov.qld.gov.au/file/21866	
Record disposal guideline	https://prov.vic.gov.au/record-keeping-government/about-standards-framework-policies/disposal-standard	
Record storage standard	https://prov.vic.gov.au/record-keeping-government/document-library/pros-2002-storage-standard	
Maturity audit	https://prov.vic.gov.au/record-keeping-government/learning- resources-tools/information-management-maturity-measurement-tool- im3	

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# 7. Appendices

Appendix A - Public Records Office Victoria disposal guideline

#### **Documented**

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**Proof of destruction** must be documented, regardless of the format of destruction. This is to ascertain and provide evidence as to whether destruction has taken place. For example, it may be:

- · used in litigation proceedings
- · provided in response to FOI requests
- · supplied in response to a request from PROV.

A **destruction register** should be kept that links individual records to be destroyed with consignments sent for destruction. The destruction register should note:

- · title and unique identifier of record
- · relevant RDA and class
- · date of destruction
- · individual authorising destruction and their position in the agency.

A **certificate of destruction** should be generated when records are destroyed and placed on file with any other destruction documentation. It should note:

- · description of records
- · date of destruction
- · method of destruction
- · individual performing/supervising destruction.

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M E L T O N	Technology Acceptable Use Procedure
Version No.	1.0, 6 May 2021
Endorsed:	General Manager Corporate Service, 3 May 2021
Authorisation	Chief Executive Officer, 6 May 2021
Review date 6 May 2024	
Responsible officer Information Technology Manager	
Procedure owner IT Service Desk Coordinator	

# 1. Purpose

The purpose of this procedure is to clarify what is acceptable use of Melton City Council (MCC) technology and information, including but not limited to email services, communication devices, intranet, internet and mobile devices. This procedure enables Council's to protect its reputation, service delivery, and to protect the confidentiality, integrity of Councils information.

# 2. Scope

This procedure outlines what is acceptable and unacceptable use of Council's IT resources and guidelines for using Council's IT resources for personal use.

This procedure applies to all MCC staff, councillors, contractors, visitors and third-party suppliers who are using MCC's IT environment, whether on-site or anywhere else.

This applies to all information obtained or held by the Council, whether it be physical or digital, and whether it was obtained or held in connection with the function of the Council or not.

# 3. Definitions

Term or Acronym Definition and Description		
IT Resources	Information & Technology systems and data include all items that constitute a computer network, including applications, data, images, videos, email, printers, Intranet, Internet, computers, servers, databases, mobile computing devices and portable storage devices, etc.	
Limited Personal Use	Use that is infrequent and brief, does not interfere with a user's day- to-day duties and does not include use for private business, personal gain or profit.	
Monitoring	All internet and digital information service usage may be recorded without notice to monitor compliance to this procedure.	
Unacceptable Use	Refer Appendix A	

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#### 4. Procedure

#### 4.1. Accessing Councils Equipment and Data

Users are responsible for ensuring that their account is not accessed by anyone else.

- Users must not allow another person to use their Account and/or Authentication Credential.
- Users must not attempt to access or provide resources to access restricted portions
  of the network, email, intranet, internet, security software or other administrative
  applications, without appropriate authorisation by the system owner or administrator.
- Users must not attempt to access systems and data that they are not authorised to use.

#### 4.2. Office and Home Usage

Users are responsible for all activities originating from their MCC account. MCC recognises that users may be using their own personal equipment, typically from home to access MCC systems and data. This procedure applies to both office and home use. Refer Employee Code of Conduct Section 4.6 Mobile Phone, Email and Internet Use

- Users are individually responsible for appropriate use of all MCC resources assigned to them, including computers, mobile devices, email systems, network resources, software, hardware and data.
- Users must not engage in deliberate activity to degrade the performance of information resources, deprive an authorised user access to MCC resources, obtain extra resources beyond those allocated or circumvent MCC computer security measures. Refer Employee Code of Conduct Part 6 Appropriate Use of Council Information

#### 4.3. Material

Users are responsible for all material sent to and from their MCC account.

- Any IT user, who inadvertently receives, transmits or accesses material (for example, via email or the internet) that may be considered inappropriate and is not related to their work duties, must take immediate action to either delete such material or cease such access.
- Any User who deliberately receives inappropriate material will be in breach of this
  Procedure and subject to Employee Code of Conduct Part 7 Breaches of Conduct.

#### 4.4. Personal Use of IT Resources

Staff are allowed limited use of MCC IT resources for personal use.

- Any personal use of MCC resources should be incidental and not interfere with the user's role or the operation of MCC systems.
- Unreasonable or excessive personal use is not permitted. For example, the IT
  resources must not be used to conduct a personal business or private commercial
  activity, gamble, access objectionable material or carry out excessive and regular
  research into topics not related to work.

#### 4.5. Costs

Council reserves the right to be reimbursed for excessive costs incurred by personal use.

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- Users may only use the IT resources for personal use provided it does not impose unreasonable costs to MCC and agree to reimburse MCC if it does. For example, it would be considered unreasonable when a staff member uses their Council supplied mobile phone overseas for web browsing costing over \$300 in data charges.
- All personal expenses incurred using MCC technology, such as mobile devices while travelling overseas, must be reimbursed to MCC. Prior permission must be obtained from the General Manager before taking mobile devices overseas.

#### 4.6. Privacy & Monitoring

MCC has the right to monitor and record all usage and if inappropriate files are found, delete these automatically.

- Mobile device tracking will only be accessible to the IT Service Desk in the event a
  device is reported lost, stolen or at the request of emergency services. Location of a
  device will not be divulged for any other reason.
- Internet usage may be monitored by the IT Services Desk for the purposes of investigating breaches of this procedure. Permission to monitor can be granted by a General Manager or CEO and reported back to the General Manager or CEO.

#### 4.7. Compliance and Enforcement of Procedure

Compliance to this procedure is covered by:

- IT Service Desk undertaking ad-hoc and regular (at least twice per year) scans of its network and usage and reporting issues to the IT Service Desk Coordinator. This includes:
  - Mobile phone usage
  - > Internet usage and inappropriate sites visited
  - > IT resource costs including mobile phone and printing
  - Access breaches e.g. Users attempting to access sites they are not entitled to use
- Scan result will be logged into the records management system, and if there's a risk identified, it will be recorded in the IT risk register and managed according to MCC's IT Risk process.
- Conducting an annual external compliance audit and recording any risks and issues in either MCC's IT or Corporate Risk Register in accordance with the risk management framework. Sample audit areas include:

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- User awareness of this procedure
- Use of mobile phones
- > No staff are sharing access credentials
- > Material sent to and from Council

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# 5. Responsibility/Accountability

5.1	Information Technology Manager
	Ensuring this procedure is communicated by line managers to all users     Report any serious breaches to Executive in line with Council's enterprise risk management framework
5.2	IT Service Desk Coordinator
	<ul> <li>Accountable for the implementation and monitoring compliance of this procedure</li> <li>Reporting potential high-risk incidents to either the Information Security Officer IT Manager or line Manager, depending on the nature of the incident</li> <li>Overseeing compliance audits</li> <li>Assessing incidents and taking action with the appropriate Manager/Supervisor to resolve issues</li> <li>Assessing high-risk IT Service Desk incidents and determining the best course or action</li> <li>Reporting high-risk incidents to the IT Manager who will advise on the next course of action</li> </ul>
5.3	General Managers, Managers, and Supervisors
	Embed this procedure into the work practises of users under their control and monitor their adherence     Taking action to resolve breaches of this procedure
5.4	Users
	<ul> <li>Reading and understanding this procedure and seeking any clarifications</li> <li>Developing an adequate level of acceptable usage awareness</li> <li>Adhering to this procedure and reporting any incidents or unacceptable use to the IT Service Desk</li> </ul>
5.5	IT Services Desk officer
	Logging all details into the IT Service Desk system and for high-risk incidents notifying the Information Security Officer

# 6. References and links to legislation and other documents

Name	Location
Information Security Policy	http://Intranet/Pages/home.aspx

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# 7. Appendices

#### 7.1. Appendix A - Unacceptable Usage

Refer to Employee Code of Conduct – Part 7 Breaches of Conduct for disciplinary process that may be applied to any breaches.

The following outlines examples of unacceptable usage and is not intended to be a complete list.

MCC IT Resources must not be used to:

- Send material that defames an individual, organisation, association, company or business.
- Be used to contravene any provision of the Copyright Act 1968. MCC supports the rights of copyright owners and does not accept careless or deliberate copyright infringement.
- Contravene the law in the appropriate manner.
- Communicate, transfer or store offensive or inappropriate material. This includes
  material that is pornographic, harassing, hateful, racist, sexist, abusive, obscene,
  discriminatory, offensive or threatening. This also includes sexually-oriented
  messages or images and messages that could constitute sexual harassment.
- Misuse confidential data and breach privacy. All users should understand the
  confidentiality of the data they may have access to and consider the confidentiality of
  the material they intend to send when choosing the appropriate means of
  communication.
- Send junk mail, for-profit messages or unsolicited mass communications. Mass
  electronic communications should only be sent in accordance with normal MCC
  procedures. The use of electronic communications for sending unsolicited
  commercial electronic messages (Spam) is strictly prohibited and may constitute a
  breach of the Spam Act 2003 (Cth).
- Use communication platforms (internet, intranet, email, social media) contrary to MCC policy including; Information Privacy Policy; Confidentiality Policy; Code of Conduct; Records and Document Management Policy; Social Media Policy; Personal use that is outside of defined limited personal use; anything that might bring the council, councillors, employees or contractors into disrepute; anything that might have an adverse impact on the capacity or security of MCC ICT systems and networks; The broadcasting of emails or messages to large groups if not authorised to send all staff emails.
- Taking photos of users without their permission or using these photos for non-council purposes.

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M E L T O N	IT Disaster Recovery Planning Policy	
Version No	1.0 19 June 2014	
Endorsement	General Manager Corporate Services	
Authorisation Executive Team 19 June 2014		
Review date	te 19 June 2017	
Responsible officer	e officer Information Services Manager	
Policy owner Information Technology Operations Coordinator		

# 1. Purpose

To maintain a state of preparedness to enact a plan for disaster recovery if confronted with an event that interrupts the operations of critical Information Technology (IT) systems.

#### 2. Scope

This policy applies to Information Technology Operations staff and contractors involved in the management of IT systems as well as the systems that they manage.

The execution of an IT Disaster Recovery Plan (IT DRP) developed and managed under the terms of this policy will enable the restoration of IT dependent Council operations after a major disruption to Council's IT systems.

# 3. Definitions

Word/Term Definition	
IT Disaster	A sudden, significant event that may result in the loss of the organisations information or loss of IT systems.
IT Disaster Recovery (IT DR)	The activities associated with the restoration of IT systems following an IT Disaster.
IT Disaster Recovery Plan	The plan that outlines the procedures for the restoration of IT systems following an IT Disaster.
Recovery Time Objective	The target time for re-establishing IT systems.
Recovery Point Objective	The target maximum amount of data (measured in time) that may be lost in an IT Disaster

IT Disaster Recovery Planning Policy

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# 4. Policy

This policy describes the requirements for the IT Disaster Recovery Plan in terms of the IT disaster scenarios to be covered, the content and structure of the plan and the requirements for managing the plan.

#### 4.1 IT Disaster Scenarios

The Corporate Business Continuity Plan (December 2013), section 2.0 Risk and Scenario Analysis identifies the business disruption scenarios requiring a planned response.

The IT Disaster Recovery Plan developed under the terms of this policy covers those disruption scenarios identified in the Corporate Business Continuity Plan that would result in the loss of the IT facilities or access to the facilities located at the Melton Civic Centre or the Caroline Springs Civic Centre / Library.

#### 4.2 IT DRP Content

The IT DRP must contain step by step procedures to recover from an IT Disaster for the scenarios identified together with supporting material, roles, responsibilities and available resources.

The level of information and instruction must be sufficient to allow a skilled practitioner who has no knowledge of the organisation's IT systems, to follow and to execute the plan.

#### 4.3 Critical and Non-Critical IT Systems

IT systems must be listed in the IT Disaster Recovery Plan together with an identification of whether they are critical or non-critical, in accordance with the priorities identified in the Corporate Business Continuity Plan and the individual Business Continuity Plans.

#### 4.4 Recovery Targets

Recovery Time Objectives and Recovery Point Objectives are to be documented in the IT Disaster Recovery Plan separately for critical and non-critical systems

#### 4.5 IT Disaster Recovery Plan Roles and Responsibilities

The identification of IT Disaster Recover roles, responsibilities and available resources to fill these roles must be included in the IT Disaster Recovery Plan:

Where an external resource is identified as an available resource within the IT DRP, there must be a written agreement supporting the commitment of that resource.

# 4.6 IT Disaster Recovery Review and Update

The IT Disaster Recovery Plan must be reviewed and updated at least annually to ensure that

- · it continues to meet policy objectives
- · roles, responsibilities and contact details are current

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- for external resources, agreements are current and the service commitments can be met
- technical diagrams, tables and lists that describe the IT hardware, network, configuration and systems are current

Recommendations and lessons learnt from IT incidents (whether declared as a disaster or not) and test outcome must be considered during the review process.

Changes due to actual or anticipated growth, capacity changes, software version changes, obsolescence and discontinued support must be considered during the review process.

#### 4.7 IT Disaster Recovery Plan Test Schedule

A four year Disaster Recovery Plan schedule must be executed annually to ensure selected IT components as well as administrative and management procedures are tested in a planned manner.

#### 4.8 Post IT Disaster Recovery Plan Execution

Within one month of the IT Disaster Recovery Plan being executed as the result of an emergency, a post event review must be conducted to identify any risks, issues or lessons learned relating to the execution and the performance of the IT Disaster Recovery Plan.

The outcome of the review must be presented to the Information Services Manager for consideration and for actioning.

#### 4.9 Audi

An audit must be undertaken on a four year basis to ensure that the requirements of this policy are being met.

#### 4.10 Continual Readiness and Change Management

The IT Disaster Recovery Plan must always be current in as much that at any point of time, regardless of system changes, the IT Disaster Recovery Plan can be executed.

Any project (including proposals and other initiatives) must include an assessment of the impact on the IT Disaster Recovery Plan. Any updates required to the IT Disaster Recovery Plan must be included as part of the project and must be completed before the project can be concluded.

# 5. Responsibility

#### 5.1 Policy Administration

The Information Services Manager is responsible for administering this policy.

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# 5.2 Policy Implementation

5.2.1 Information Services Manager

Responsible for the development and implementation of organisation wide strategy, plans and policy that supports the IT Disaster Recovery Plan and ensures a state of preparedness.

5.2.2 Information Operations Coordinator

Responsible for ensuring awareness and execution of the IT Disaster Recovery Policy

5.2.3 Systems Engineer

Responsible to abide by the IT Disaster Recovery Policy.

# 6. References

Name	Location
IT Disaster Recovery	IS BCP and DRP ITSD104 IT Disaster Recovery Plan-v5 2 (Comments).doc
Information Services Business Continuity Plan	DWS Document No. 1823153
Corporate Business Continuity Plan	P:\Business Continuity Plan
Business Continuity Testing Framework	DWS Document No. 2204021
CIMP	P:\Emergency Management\Business Continuity Management\Melton BCP\CIM_Corp Plan
Corporate Risk Register	Corporate Risk Register

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MELTON	Information Technology User Account Password Procedure	
Version No.	Version 1.0 May 2017	
Endorsement	General Manager Corporate Services May 2017	
Authorisation	Executive 29 June 2017	
Review date	29 June 2020	
Responsible officer	IT Service Desk Management Coordinator	
Procedure owner	r Information Technology Manager	

#### Purpose

The purpose of this procedure is to ensure adequate information technology password controls are in place to reduce risk to Council electronic information. Council electronic information is a critical organisation asset that if compromised could impact on service delivery and public trust.

#### 2. Scope

This procedure applies to anyone that has been issued with an authorised user account for the purpose of conducting Council business. The procedure applies to all Council owned electronic information regardless of ownership of the system containing Council electronic information.

This procedure covers information technology password standards, management, use, restrictions and exceptions.

The standards and procedures covered in this document include:

- · account holder obligations
- password rules and complexity
- password creation, updates and reuse restrictions
- unlocking and changing a password
- locking and unlocking a computer from access
- · password self-service portal
- · assistance from to the Service Desk
- exceptions.

#### 3. Definitions

Term	Meaning
Access	Ability and means to communicate with or otherwise interact with a system, to use system resources to handle information to gain knowledge of the information a system contains or to control system components and functions.

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Term	Meaning
Account\User Account	A user account is a location on a network server used to store a computer username, password, and other information. A user account allows or does not allow a user to connect to a network, another computer/device, an application or other share\data source. Any network that has multiple users requires user accounts.
Authentication	Verifying the identity of a user, process or device as a prerequisite to allowing access to resources in a system.
ICT System	A related set of hardware and software used for the processing, storage or communication of information and the governance framework in which it operates.
Passphrase	A passphrase is a sequence of characters and words used for authentication. A passphrase is similar to a password in usage, but is generally longer for added security. Passphrases are often used to control both access to, and operation of, cryptographic programs and systems, especially those that derive an encryption key from a passphrase.
Password	Passwords are typically character strings used to authenticate a user's identity.
System	A related set of hardware and software used for the processing, storage or communication of information and the governance framework in which it operates.
System\Application Owner	The person responsible for a resource.
User	Anyone issues with an information technology account for the purpose of conducting Council business.

#### 4. Procedures

# 4.1. Account holder password recommendations

Where possible and practical, all combinations of the following practices should be used to provide secure password protection:

- · never write passwords down on unsecured documents
- · never send a password through email
- never tell anyone your password
- · report any suspicion of your password being stolen to the Service Desk
- · avoid allowing others to see you type your password
- change your password if you suspect it is known by others.

#### 4.2. Password rules and complexity

The following password standards are set by the Information Technology department. Any exceptions to these standards may be authorised (See 4.9 Exceptions):

- minimum Length 8 characters
- maximum Length 14 characters

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- minimum complexity No dictionary words included. Where allowed, passwords <u>must</u> use three of the following four types of characters:
  - lowercase (a-z)
  - uppercase (A-Z)
  - numbers (0-9)
  - special characters and punctuations (e.g. !@#\$%^&\*(){}[])
- password history Require a number of unique passwords before an old password <u>may</u> be reused. This number <u>should</u> be no less than 24
- maximum password age 60 days
- · minimum password age 2 days
- · account lockout threshold 4 failed login attempts
- reset account lockout after The time it takes between bad login attempts before the count of bad login attempts is cleared. The recommended value is 20 minutes. This means if there are three bad attempts in 20 minutes, the account would be locked
- account lockout duration Account lockout <u>must</u> be between 30 minutes and 2 hours or if a high level of security is required, a reset request to the IT department
- computers <u>should</u> not be unattended with the user logged on. Users <u>should</u> lock or logoff their computer and\or device when unattended
- where possible, rules that apply to passwords apply to passphrases which are used for public/private key authentication
- change an initial (temporary) password at first log on.

#### 4.3. Creating a password

Passwords will be created by the system owner of the required ICT system. The ICT system shall automatically prompt for a password change at initial logon and at set intervals as defined in section '4.2 Password rules and complexity'.

For more information regarding specific systems, please contact the Service Desk or the appropriate administrator\owner of the system and\or application.

#### 4.4. Unlocking and changing a password

Users can unlock or change their passwords by:

- using the Password Reset Self Service Portal (computer logon account only)
- calling the application owner or Service Desk (refer 4.8 Assistance from the Service Desk)
- visiting the application owner or Service Desk (refer 4.8 Assistance from the Service Desk).

If the account to be unlocked or the password changed is NOT the requestor, the request must come from the user's supervisor. In this case the supervisor must:

- email the application owner with their request
- · advise the user in which the password has been changed
- · application owner must keep a report of the request.

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Service Desk contact details can be found in the IT Support Process located on the intranet.

# 4.5. Locking your computer

Users should be in the habit of locking their computers when unattended.

To lock a computer:

- press ⊞ + L (keep the '⊞' key pressed whilst pressing the 'L' key); or,
- · press CTRL•ALT•DEL keys and select 'Lock Computer'.

#### 4.6. Unlocking your computer

To unlock your computer:

- press CTRL•ALT•DEL
- type your password and press the enter key.

#### 4.7. Password self-service portal

All users should enrol and make themselves familiar with the Self Service Password Reset portal. Instructions on using the self-service portal can be found on the Intranet by searching for 'password reset' or contacting the Service Desk.

#### 4.8. Assistance from the Service Desk

Calls should only be made to the Service Desk if the Password Reset Self Service Portal is not working and\or assistance is required with the portal or the reset refers to an application.

When calling the service desk to request a change or unlocking of a password, the users must:

- clearly state their name, their location and which business unit they work in
- where applicable, the user must answer security questions created during enrolment into the Password Reset Self Service Portal
- if the user has not enrolled into the Password Reset Self Service Portal, the Service Desk will assist the user in enrolling before resetting a password.

Service Desk contact details can be found in the IT Support Process located on the intranet.

#### 4.9. Exceptions

From time to time there will be a need for exceptions in part to elements of this policy, usually when systems are managed by external suppliers.

Any exception to any part of this procedure must be requested by the Application Owner, approved by Service Unit Manager and signed-off by the Service Desk Management Coordinator. Exceptions are to be recorded and maintained in a master exceptions register that the IT department will maintain. All exceptions will be reviewed on an annual basis. Service Unit Managers accept risk and liability of the exception.

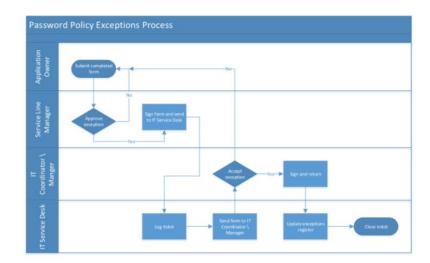
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#### 5. Responsibility / Accountability

#### 5.1 IT Manager

 Accountability to ensure that adequate IT password procedures are reviewed on a periodic basis.

#### 5.2 IT Service Desk Management Coordinator

- Responsible to ensure the controls contained within the IT password procedure are in place and understood by all stakeholders.
- Responsible to ensure that all records are maintained on file in relation to any
  application risk assessment conducted by application owners.

# 5.3 Application Administrator\Owner

 Responsible to ensure the controls associated with this procedure are in place for applications they administer.

# 5.4 IT Service Desk

 Responsible for enforcing password policy compliance (where possible) and regularly undertaking audits of user passwords and information access rules.

# 5.5 End User

 Responsible for securing their accounts by meeting the password procedure obligations.

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M. Domma, Manager Information Services, departed meeting at 1.10pm.

#### 6.5 LOCAL GOVERNMENT ACT 2020 IMPLEMENTATION

Author: John Whitfield - Governance Coordinator Presenter: John Whitfield - Governance Coordinator

# **PURPOSE OF REPORT**

To update the Audit and Risk Committee on the implementation of the Local Government Act 2020

#### RECOMMENDATION:

That Council notes that the Committee has reviewed the report and that no further action is required.

#### Recommendation 5

Cr Majdlik/Cr Shannon

That the Council note that the Committee has reviewed the report and that policies and other documents required at stage 4 are programmed to be completed within the timeframes set out in the Local Government Act 2020.

CARRIED

#### REPORT

# 1. Executive Summary

The Local Government Act 2020 (the 2020 Act) commenced operation on 6 April 2020.

The provisions of 2020 Act become operational in stages.

Stage 1 - 6 April 2020

Stage 2 - 1 May 2020

Stage 3 - 24 October 2020

Stage 4 - 1 July 2021

Policies and other documents required by stage 3 have now all been met

Policies and other documents required (either new or revised) pursuant to stage 4 are summarised in the diagram further below, all of which are programmed to be completed within the timeframes set out in the Act – see **Appendix 1.** 

# 2. Background/Issues

The Local Government Act 2020 commenced operation on 6 April 2020 (the 2020 Act).

The provisions of 2020 Act become operational in stages.

Stage 1 - 6 April 2020

Stage 2 - 1 May 2020

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Stage 3 - 24 October 2020 Stage 4 - 1 July 2021

#### Stage 1

No new policies or documents were required to be created pursuant to Stage 1.

#### Stage 2

Stage 2 implementation included the following:

- Delegations (changed requirements);
- Governance Rules (new requirement);
- Audit and Risk Committee (changed requirements establishment and establishment of new Charter);
- Delegated Committee (changed requirements from special committees);
- Public Transparency Policy (new requirements);
- Community Engagement Policy (new requirements however Council had existing).

Policies and other documents required by stage 2 have all now been met.

#### Stages 3

Stage 3 implementation included the following:

- Councillor Code of Conduct adopted by Council on 8 February 2021
- Councillor Gift Policy adopted by Council on 15 March 2021.
- Mayoral & Councillor Allowances adopted by Council on 15 March 2021.

Since the last Audit & Risk Committee meeting the Council's Community Vision: 'Melton City – The City We Create' was adopted at the 28 June 2021 Council meeting.

Also adopted at this meeting was the Council Budget and the Revenue & Rating Plan.

Policies and other documents required by stage 3 have all now been met.

#### Stage 4

Policies and other documents required (either new or revised) pursuant to stage 4 are summarised in the following diagram, all of which are programmed to be completed within the timeframes set out in the Act – see **Appendix 1**.

Work on the Council Plan, the Financial; Plan, the Asset Plan, the Workforce Plan and Recruitment Policy are all well underway. Also underway is a review of Council Delegations.

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Timeline for Council Priorities (from the 2020 Act) after the elections

To March 2021

- · Councillor Code of Conduct
- · Community Engagement Policy including what council means by deliberative engagement
- Gift Policy
- First Budget
- · Revenue and Rating Plan

After June

- · Community Vision (10+ years)
- · Council Plan (4 year)
- Financial Plan (4year)Asset Plan (10year)
- · Annual Report

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

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#### 3. Audit and Risk Committee Annual Plan Reference

The Melton City Council Audit and Risk Committee Annual Work Plan references:

41. Local Government Act 2020 Implementation

#### 4. Financial Considerations

Not applicable.

# 5. Consultation/Public Submissions

All new policies and documents that are required to include input from the community have and will include that input. For example, the Governance Rules were publicly advertised with feedback from the community sought.

Also, the Community Engagement Policy was drafted with input from the Community.

The Councillor Code of Conduct, on the other hand, is a document made by Councillors for Councillors and thus no community consultation was conducted.

Mayoral & Councillor Allowances were adopted on 15 March 2021 after the required public submission process was concluded.

The Council Vision was adopted after a community panel provided significant input and then publicly advertised to seek further feedback.

The Council Budget was adopted after being publicly advertised and submissions received and considered by the Council's Section 223 Submissions Advisory Committee.

The Revenue and Rating Plan was adopted after a draft was made available for public inspection and also through a community engagement process employing a targeted online survey.

# 6. Risk Analysis

Broadly speaking, on compliance with the Act risks reputational damage because of or in addition to an adverse finding by an oversight body.

The Act also contains various consequences for non-compliance which, depending upon the circumstances, may include, prosecution for an offence, misconduct, serious misconduct and gross misconduct.

# 7. Options

That Council seek further information from the officer on the Act's implementation.

#### LIST OF APPENDICES

1. Local Government Act 2020 Implementation (July 2021)

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LOCAL GOVERNMENT ACT 2020 IMPLEMENTATION									
Last Updated: July 2021									
Pl's	Document	Responsible Department (lead)	Other departments (contributors)	Statutory Commencement of Section	Statutory Deadline for Document	DELWP Template	Tier	MEETING OF COUNCIL	BACKUP MEETING OF COUNCIL
O/A	Audit & Risk Committee Charter	Legal and Governance		01-May-20	01-Sep-20	Finalised	2	<del>17-Aug-20</del>	31-Aug-20
O/A	Governance Rules incorporating Election- Period Policy	Legal and Governance		01-May-20	<del>01-Sep-20</del>	Finalised	2	<del>17-Aug-20</del>	31 Aug 20
<del>O/A</del>	New Delegations	Legal and Governance	All-	01-May-20	01-Sep-20	N/A	2	20-Jul-20	17-Aug-20
O/A, 2	Delegated Committees	Legal and Governance		01-May-20	01-Sep-20	N/A	2	17-Aug-20	31-Aug-20
O/A, 2	Council Expenses Policy	Legal and Governance		01-May-20	01-Sep-20	Finalised	2	17-Aug-20	31-Aug-20
O/A, 2	Public Transparency Policy	Legal and Governance	Engagement and Advocacy (Communications)	01-May-20	<del>01-Sep-20</del>	Finalised	2	<del>17-Aug-20</del>	31-Aug-20
<del>o/</del> A	Council-report to resolve suitably qualified person(s) for Councillor-Conduct Officer-only required if non-staff appointment	CEO (Governance to draft)		<del>24-Oct-20</del>	24-Oct-20- (section in old Act- repealed)		2	TBA	TBA
	Oath of Office	Legal and Governance		24-Oct-20	3 months after- declaration elected (likely 1 4 March 2021)		3	<del>21-Dec-20</del>	08-Feb-21
<del>O/A</del>	Councillor Code of Conduct	Legal and Governance		<del>24-Oct-20</del>	<del>24 Feb 21</del>		3	21-Dec-20	<del>08 Feb-21</del>

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LOCAL GOVERNMENT ACT 2020 IMPLEMENTATION									
Last Updated: July 2021									
PI's	Document	Responsible Department (lead)	Other departments (contributors)	Statutory Commencement of Section	Statutory Deadline for Document	DELWP Template	Tier	MEETING OF COUNCIL	BACKUP MEETING OF COUNCIL
<del>0/A, 1</del>	Community Engagement Policy	Community Planning	City Design, Strategy and Environment, Community Safety, Finance, Legal and- Governance, Risk and- Performance, Engineering, Executive Land Manager.	01-May-20	01-Mar-21		2	21-Dec-20	<del>08-Feb-21</del>
	Councillor Allowance Review (1st report)	Legal and Governance		6 April 20 but 1989 Act applies in part	24-Apr-21			21-Dec-20	<del>08-Feb-21</del>
O/A	Quarterly Budget report (first under 2020 Act) (see note 1 & 2)	Finance		24-Oct-20	As soon as practicable after end of financial year quarter, ie after 31 December 2020		3	08-Feb-21	15-Mar-21
<del>o/</del> a	Councillor Gift Policy	Legal and Governance		<del>24-Oct-20</del>	<del>24-Apr-21</del>		3	<del>15-Mar-21</del>	<del>12-Apr-21</del>

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LOCAL GOVERNMENT ACT 2020 IMPLEMENTATION									
Last Upda	ated: July 2021	LOCAL	GOVERNIVIENT ACT 20	20 IMPLEMENTATI	ON				
Pl's	Document	Responsible Department (lead)	Other departments (contributors)	Statutory Commencement of Section	Statutory Deadline for Document	DELWP Template	Tier	MEETING OF COUNCIL	BACKUP MEETING OF COUNCIL
	Councillor Allowance Review (2nd-report)	Legal and Governance		6 April 20 but 1989 Act applies in part	24-Apr-21			<del>08-Feb-21</del>	15-Mar-21
<del>O/A</del>	Budget (first under 2020 Act)	Finance	All	<del>24-Oct-20</del>	<del>30 Jun 21</del>		3	07-Jun-21	28-Jun-21
<del>O/A</del>	Revenue and Rating Plan	Finance		<del>24-0ct-20</del>	30-Jun-21		3	<del>07-Jun-21</del>	28-Jun-21
O/A, 4	Financial Policies (unspecified) to give effect to the financial management principles	Finance		01-Jul-21	1-Jul-21 (on commencement)		4	07-Jun-21	28-Jun-21
O/A	Delegations to be reviewed (12 months post election)	Legal and Governance	All	01-May-20	24-Oct-21		2	30-Aug-21	27-Sep-21
O/A, 3	10 year community vision	Risk & Performance	All-	<del>24-Oct-20</del>	31-Oct-21		3	<del>27-Sep-21</del>	25-Oct-21
O/A, 3	Council Plan	Risk & Performance	All	24-Oct-20	31-Oct-21		3	27-Sep-21	25-Oct-21
O/A, 3	Financial Plan (10 years)	Finance	All	24-Oct-20	31-Oct-21		3	27-Sep-21	25-Oct-21
O/A	Annual Report (First under 2020 Act)	Risk & Performance	All	24-Oct-20	30-Oct-21		3	27-Sep-21	25-Oct-21
O/A	CEO Employment and Remuneration Policy	Legal and Governance	People and Culture	01-Jul-21	01-Jan-22		4	22-Nov-21	13-Dec-21
O/A	Recruitment Policy	People and Culture		01-Jul-21	01-Jan-22		4	N/A	N/A

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	LOCAL GOVERNMENT ACT 2020 IMPLEMENTATION									
Last Upd	ast Updated: July 2021									
Pl's	Document	Responsible Department (lead)	Other departments (contributors)	Statutory Commencement of Section	Statutory Deadline for Document	DELWP Template	Tier	MEETING OF COUNCIL	BACKUP MEETING OF COUNCIL	
O/A	Workforce Plan	People and Culture		01-Jul-21	01-Jan-22		4	N/A	N/A	
O/A	Staff Code of Conduct	Legal and Governance	People and Culture	01-Jul-21	01-Jan-22		4	N/A	N/A	
O/A	Procurement Policy	Finance	Legal and Governance	01-Jul-21	01-Jan-22		4	22-Nov-21	13-Dec-21	
O/A, 5	Complaints Policy	Legal and Governance	Engagement and Advocacy (customer service)	01-Jul-21	01-Jan-22		4	22-Nov-21	13-Dec-21	
O/A	Asset Plan	Operations, Engineering	Finance	01-Jul-21	30-Jun-22		4	June 2022 (TBC)	ТВС	
					30-Jun-22 not due until sunset of current (Oct 2025) but timely to do at this point or another					
O/A	Local Law	Legal and Governance	Community Safety	01-Jul-21	time		4	June 2022 (TBC)	TBC	

Notes	
Note 1	Report for 2nd quarter must include extra statement re budget
Note2	Subsequent Quarterly budget reports are not included - provisions in 2020 Act apply henceforth
	bassedaent danterly subget reports are the metadata provisions in Education in the control of th

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Mr Whitfield, Governance Co-ordinator, departed meeting at 1.20pm.

#### 6.6 Investment Holding Report as at 30 June 2021

Author: Sam Rumoro - Manager Finance Presenter: Sam Rumoro - Manager Finance

#### PURPOSE OF REPORT

To present the Investment Holding Report for the 12 months ended 30 June 2021 (the Report).

#### RECOMMENDATION:

That Council note that the Audit and Risk Committee reviewed the Report and that no further action is required.

#### Recommendation 6

Ms. Gregory/Mr. Mansoor

That the Council note that the Audit & Risk Committee have reviewed the report and that no further action is required.

CARRIED

#### REPORT

# 1. Executive Summary

This report outlines Council's investments, compliance to policy and performance of investments for 12 months ending 30 June 2021.

# 2. Background/Issues

This report provides a detailed analysis of Council's investments, including the amount invested within various institutions, compliance with investment policy and performance of investment portfolio against budget.

Council's total investment holding as at 30 June 2021 is \$364.8 million and YTD actual interest earned is \$1.91 million which is \$1.97 million unfavourable to budget. Unfavourable variance is due to unfavourable movement of rates on term deposits caused by cutting of cash rate by Reserve Bank and market conditions.

#### 3. Audit and Risk Committee Annual Plan Reference

The Melton City Council Audit and Risk Committee Annual Work Plan references:

6. Quarterly Investment Holdings Report

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# 4. Financial Considerations

Note the performance of investments and compliance with Council's investment policy.

# 5. Consultation/Public Submissions

N/A

# 6. Risk Analysis

There are no risks associated with the recommendations in this report.

# 7. Options

The Audit and Risk Committee can recommend to Council that it:

- 1. Note the report as per the recommendation;
- 2. Request further information/clarification if deemed necessary.

# **LIST OF APPENDICES**

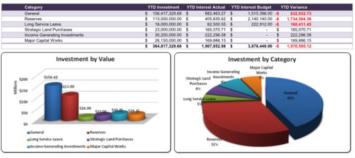
1. Investment Holding Report as at 30 June 2021

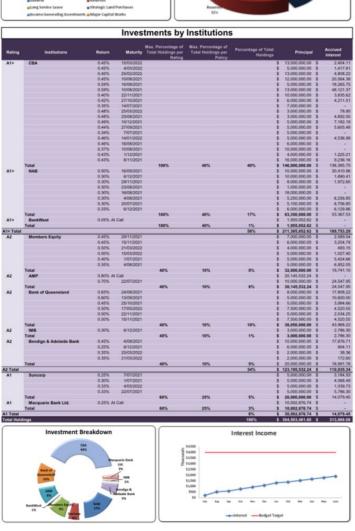
# MINUTES OF THE AUDIT AND RISK COMMITTEE MEETING Item 6.6 Investment Holding Report as at 30 June 2021

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Appendix 1 Investment Holding Report as at 30 June 2021

# Investment Holding Report as at 30 June 2021





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#### 6.7 Melton City Council Budget 2021/2022

Author: Sam Rumoro - Manager Finance Presenter: Sam Rumoro - Manager Finance

# PURPOSE OF REPORT

Audit Committee to note Melton City Council Budget 2021/2022

#### RECOMMENDATION:

That Council notes that the Audit Committee has reviewed the Reports and that no further action is required, the Budget 2021/2022 having been approved by Council on 28 June 2021.

#### Recommendation 7

Cr. Shannon/Ms. Gregory

That Council notes that the Audit Committee reviewed the Report and that no further action is required, as the Budget 2021/2022 was approved by Council on 28 June 2021.

CARRIED

#### **AUDIT & RISK COMMITTEE DISCUSSION POINTS**

The Acting CEO provided additional commentary on the Budget highlights.

#### REPORT

# 1. Executive Summary

Section 94 of the *Local Government Act 2020* ('the Act') requires that Council must prepare and adopt a budget for each financial year and the subsequent 3 financial years by 30 June each year or any other date fixed by the Minister by notice published in the Government Gazette

A Council must ensure that the budget gives effect to the Council Plan and contains the following:

- financial statements in the form and containing the information required by the regulations;
- · a general description of the services and initiatives to be funded in the budget;
- major initiatives identified by the Council as priorities in the Council Plan, to be undertaken during each financial year;
- for services to be funded in the budget, the prescribed indicators and measures of service performance that are required to be reported against by this Act;
- the total amount that the Council intends to raise by rates and charges;
- a statement as to whether the rates will be raised by the application of a uniform rate or a differential rate;
- a description of any fixed component of the rates, if applicable;

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- if the Council proposes to declare a uniform rate, the matters specified in section 160 of the Local Government Act 1989:
- if the Council proposes to declare a differential rate for any land, the matters specified in section 161(2) of the Local Government Act 1989;
- any other information prescribed by the regulations.

The average general rate and the municipal charge will increase in 20210/20221 (1.5% rate rise).

Council approved the Budget 2021/2022 on 28 June 2021.

# 2. Background/Issues

Council commenced its budget process for 2021/2022 in October 2020. The budget was prepared giving consideration to the growing needs of the community, service delivery demands, 'high priority' requests received from the public via various forums and requests from Councillors. The budget reflects the priority of Council in delivering high quality and best value services and infrastructure to the community.

# 3. Audit Committee Annual Plan Reference

The Melton City Council Audit Committee Annual Plan references:

21. Draft Budget

# 4. Financial Considerations

This Budget projects an operating surplus of \$279.09 million and an adjusted underlying deficit of \$3.59 million after adjusting for capital grants, developer contributions, gifted assets and asset sales.

In the upcoming financial year, expenditure on these infrastructure projects inclusive of carry forwards expenditure totals \$153.6 million and includes roads \$70.3 million, buildings \$39.7 million, recreational, leisure and community facilities \$17.5 million, footpaths and cycle-ways 2.6 million and bridges \$4.2 million.

# 5. Consultation/Public Submissions

Council undertook Community Engagement sessions on 28 January 2021. Proposals received from the community were considered in developing the budget.

Council in April 2021, in accordance with Section 96 of the Local Government Act 2020 and Section 223 of the Local Government Act 1989, invited submissions on the proposed budget from the community these submissions were considered by Council before finalising the budget.

#### 6. Risk Analysis

N/A

#### 7. Options

The Audit Committee:

1. Note the report;

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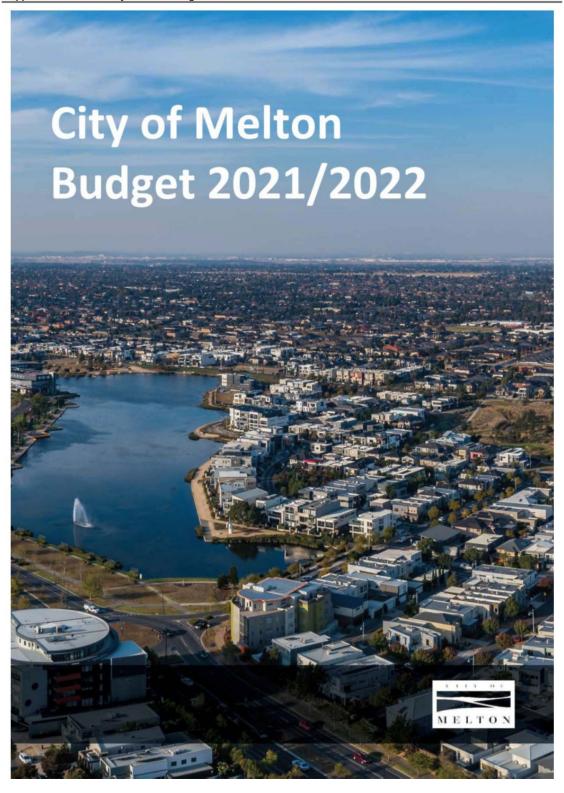
2. Request further information/clarification if deemed necessary.

# LIST OF APPENDICES

1. Melton City Council Budget 2021/2022

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# MINUTES OF THE AUDIT AND RISK COMMITTEE MEETING Item 6.7 Melton City Council Budget 2021/2022 Appendix 1 Melton City Council Budget 2021/2022

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#### Mayor's Foreword

On behalf of Melton City Council, it's a pleasure to present our 2021/2022 Budget.

This budget demonstrates Council's commitment to delivering on our key priorities, and providing high quality, programs, services, facilities, and infrastructure to our residents.

In the wake of COVID-19, Council has continued to focussed its energy on developing a budget that is not only financially responsible, but also takes into account

the many residents who experienced financial hardship as the result of economic and social restrictions implemented to manage the coronavirus pandemic.

To this end, Melton City Council's 2021/2022 budget has been reframed around an average rate increase of 1.5 per cent.

This demonstrates that we are a fiscally sustainable Council that can be responsive to the current climate, and that strives to provide valuable services, programs, and facilities to ratepayers by investing in new and renewal infrastructure projects.

In the upcoming financial year, expenditure on these infrastructure projects will total \$153.57 million and include roads (\$70.27 million); buildings (\$39.66 million); recreational, leisure and community facilities (\$17.50 million); footpaths and cycle-ways (\$2.56 million); bridges (\$4.22 million); library books (\$450,000); and public art (\$214,300).

The more significant projects in the 2021/2022 budget include: construction of Bridge Road Community Hub (\$5.13 million); construction of the Mt Atkinson East Community Hub (\$8.46 million); expansion of the Melton Recycling Facility Stage 2 (\$7.55 million); signalisation of the intersection at Taylors Road and Westwood Drive (\$5.24 million), Caroline Springs Boulevard and The Crossing, Caroline Springs (\$2.32 million) and Taylors and Sinclairs Road, Deanside (\$3.38 million); duplication of Hume Drive (\$2.00 million); urbanisation of Bulmans Road (\$4.80 million); extension of Boundary Road from Mt Cottrell Road to Mall Road, Melton (\$4.41 million); extension of Taylors Hill Youth and Community Centre (\$1.89 million); and sealed road renewal program (\$6.59 million); along with a traffic management devices program (\$1.46 million).

Recreational projects include completion of Cobblebank Indoor Stadium, Pavilion and Grandstand (\$6.00 million); construction of Diggers Rest Community Pavilion and Oval (\$6.93 million); MacPherson Park redevelopment Stage 2 (\$4.88 million); construction of

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Melton Recreation Reserve Pavilion (\$3.30 million); sports field upgrades at Burnside Heights Recreation Reserve (\$1.62 million); and purchasing land for the Plumpton Aquatic and Leisure Centre (\$4.00 million).

An \$85 pensioner rebate will also be available to eligible property owners.

Once again, community consultation informed Council's 2021/2022 Budget deliberations. I'd like to extend my personal thanks to all the residents and community groups who shared their ideas and visions for the City during the budget engagement sessions, as well as those who put forward submissions as part of our community consultation process.

Your insight has been invaluable and has enabled us to prepare a budget that's not only fair, equitable, but also strives to achieve the timely delivery of infrastructure, programs and services for our community.

Cr Kathy Majdlik Mayor, City of Melton

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### **CEO's Introduction**

### **Executive summary**

Melton City Council's budget for 2021/22 has been prepared through a rigorous process of review by the officers, management and Councillors to ensure that it is aligned to the vision and the objectives as set out in the Council's latest adopted Council Plan, Council strategies and management plans. It seeks to maintain, improve and significantly enhance the level of infrastructure within the City as well as deliver projects and services that are valued by our community and do this within the rate increase mandated by the State Government.

This Budget projects an operating surplus of \$279.09 million and an adjusted underlying deficit of \$3.59 million after adjusting for capital grants, developer contributions, gifted assets and asset sales.

### Key things we are funding

- Ongoing delivery of services to the Melton City community funded by a budget of \$163.28 million, attributable to the following Strategic Objectives:
  - \$30.92 million A proud, inclusive and safe community: A City of people leading happy and healthy lives.
  - \$65.90 million A thriving and resilient natural environment: A City that preserves and enhances its natural environment for future generations
  - \$16.80 million A well planned and built City: A City with a clear vision to manage growth in sustainable and accessible way
  - \$4.91 million A strong local economy and a Lifelong Learning City: A City rich in local employment and education opportunities
  - \$44.75 million A high performing organisation demonstrating leadership and advocacy:
     An organisation operating with innovation, transparency, accountability and sustainability

These Strategic Objectives and their underlying services are summarised in Section 2.3.

Continue to make significant investment in Infrastructure assets in the order of \$153.56 million in capital works in 2021/22.

Roads (\$70.27 million), Buildings (\$39.65 million), Land (\$10.49 million), Recreational, leisure and community facilities (\$17.50 million), Bridges (\$4.22 million), Car Parks (\$2.70 million), Footpaths and cycleways (\$2.56 million), Traffic Management Devices (\$1.46 million), Drainage (\$0.77 million), Public Art (\$0.21 million), Kerb & Channel (\$0.12 million), Other Infrastructure (\$2.44 million), Computers and telecommunications (\$0.59 million), Library books (\$0.45 million), Fixtures, fittings and furniture (\$0.12 million).

The Statement of Capital Works can be found in Section 3 and further details on the capital works budget is also provided in Section 4.5.

### **Rate Rise**

The average rate will rise by 1.5% in line with the Victorian Government's Fair Go Rates System.

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### Other Key Drivers

- 1. To fund the increase in the level of infrastructure needs of the growing population and the resultant impact this has on the operating costs in 2021/22 and future years in a rate capped
- 2. Keeping the cumulative net adjusted underlying surplus positive over the medium term (2021/22 - 2024/25) in a rate capping environment.

### **Key Statistics**

\$489.6 million (2020/21 forecast = \$525.7 million) Total Revenue: \$326.0 million (2020/21 forecast = \$305.6 million) Total Revenue (Excluding non-cash revenue)

\$210.5 million (2020/21 forecast = \$195.2 million) Total Expenditure: Accounting Result: Surplus \$279.1 million\* (2020/21 forecast = \$330.6 million\*) \*Before revaluation increment

(Note: Accounting result is based on total income of \$489.6 million which includes capital grants, cash and non-cash contributions (Refer to Income Statement in Section 3)

Underlying Operating Result: Deficit of \$3.6 million (2020/21 forecast Surplus of \$1.9 million\*)

(\*Note: The underlying operating result is an important measure of financial sustainability as it excludes income which is to be used for capital, from being allocated to cover operating expenses-Refer to Analysis of operating Budget in Section 5)

Cash result: \$1.6 million deficit (2020/21 forecast \$183.0 million surplus)

(Refer Statement of Cash Flows in Section 3)

The net decrease in cash and cash equivalents is the net funding result for the year after considering the funding requirements to meet capital expenditure, loan principal repayments and reserve transfers.

- Total Capital Works Program of \$153.57 million which includes \$44.97 million carry forward works from 2020/21. The total capital works program is funded as follows
  - \$78.70 million from Council operations (\$44.97 is carry forward funds from 2020/21)
  - \$31.60 million from contributions
  - \$16.85 million from reserve funding
  - \$16.70 million from borrowings
  - \$9.72 million from capital grants

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### **Strategic Objectives**

The key objective of the Budget (a rolling four-year plan) is financial sustainability in the medium term, and to enable achievement of Council's strategic objectives as specified in the Council Plan. The budget will sit within a longer term prudent financial framework (The Financial Plan) when it is adopted later in 2021, alongside the Council Plan. At the time of preparing this document, the 2021 Council Plan has not been adopted by Council.

The Council's operating result is projecting an underlying deficit of \$3.6 million in 2021/22. The deficit is projected to be a short term occurrence as Council's strong financial management, good governance practices and reserves will ensure that we emerge strongly with a significant turnaround in the medium term with underlying surplus projected at \$5.1 million in 2022/23 to \$17.7 million by 2024/25.

The Annual Budget includes a range of services and initiatives to be funded that will contribute to achieving the strategic objectives specified in the Council Plan.

Melton City Council has a strong track record of sound management of the fiscal resources of the community of Melton. Council has a heavy responsibility for the stewardship and governance of the assets entrusted to it by the community. I believe that the 2021/22 Budget represents a continuation of those efforts.

The 2021/22 proposed budget highlights Council's key priorities for the upcoming financial year. We encourage everyone to look through the document and see the wide variety of infrastructure projects, initiatives and services proposed for 2021/22 at City of Melton.

Kelvin Tori Chief Executive

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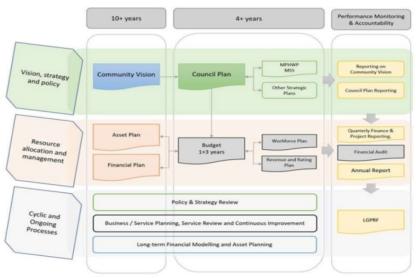
### 1. Link to the Integrated Planning and Reporting Framework

This section describes how the Budget links to the achievement of the Community Vision and Council Plan within an overall integrated planning and reporting framework. This framework guides the Council in identifying community needs and aspirations over the long term (Community Vision, Asset Plan and Financial Plan), medium term (Council Plan, Workforce Plan, and Revenue and Rating Plan) and short term (Budget) and then holding itself accountable (Annual Report).

At the time of preparing this document, the Council Plan has not been adopted by Council. The vision, mission, strategic objectives and descriptions will require updating upon adoption of the Council Plan.

### 1.1 Legislative planning and accountability framework

The Budget is a rolling four-year plan that outlines the financial and non-financial resources that Council requires to achieve the strategic objectives described in the Council Plan. The diagram below depicts the integrated planning and reporting framework that applies to local government in Victoria. At each stage of the integrated planning and reporting framework there are opportunities for community and stakeholder input. This is important to ensure transparency and accountability to both residents and ratepayers.



Source: Department of Jobs, Precincts and Regions

The timing of each component of the integrated planning and reporting framework is critical to the successful achievement of the planned outcomes.

### 1.1.2 Key planning considerations

### Service level planning

Although councils have a legal obligation to provide some services— such as animal management, local roads, food safety and statutory planning—most council services are not legally mandated, including some services closely associated with councils, such as libraries, building permits and sporting facilities. Further, over time, the needs and expectations of communities can change. Therefore councils need to have robust processes for service planning and review to ensure all services continue to provide value for money and are in line with community expectations. In doing so, councils should engage with communities to determine how to prioritise resources and balance service provision against other responsibilities such as asset maintenance and capital works.

Community consultation needs to be in line with a councils adopted Community Engagement Policy and Public Transparency Policy.

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### 1.2 Our purpose

### **Our Vision**

A Thriving Community Where Everyone Belongs

Support the growth, wellbeing and aspirations of our community through leadership, excellence and inclusion.

### Our values

### Motivate

We are motivated by:

Our essential responsibility to strive and to deliver the best possible outcomes for community.

Creativity, innovation and co-design approaches, with people at the heart of everything we do.

Our commitment to continuous improvement.

Our ability to maximise our time and resources

The pride we take in our work and the quality of our outcomes.

### Empower

We are empowered to:

Involve others in solving problems, making decisions, and celebrate success.

Encourage and recognise the contributions of others.

Build capacity of staff and community.

Take responsibility and be accountable for our decisions and actions.

Be curious, think differently and try new things.

### Lead

We lead by:

Demonstrating our Vibrant MELTON Values.

Embracing challenges and seeking to understand the drivers of future change.

Encouraging creativity, innovation, design thinking and continuous improvement.

Welcoming new ideas and ways of working from all levels of the organisation and community.

### Trust

We build trust by:

Demonstrating kindness, respecting all people and valuing differences.

Learning from others experiences and perspectives.

Dealing with others fairly and equitably by actively listening and responding appropriately.

Taking responsibility to follow through on the commitments we make.

We demonstrate openness and integrity by: Creating an environment that fosters honest communication.

Collaborating with community and partners to achieve outcomes

Developing clear plans, policies and procedures and consistently applying them.

Being transparent, accessible and providing relevant and timely feedback

### Nurture

We nurture by:

Supporting growth and learning to achieve organisational and community goals.

Being responsible for the way we treat others, and the natural environment

Encouraging a sense of belonging by sharing knowledge and actively supporting colleagues and community.

Enriching the wellbeing and needs of current and future communities.

Recognising people and projects that exceed expectations, celebrating achievements individually and together.

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### 1.3 Strategic objectives

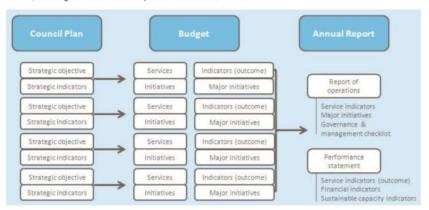
Insert introduction to Council	's strategic objectives
Strategic Objective	Description
A Proud, Inclusive and	Our community is at the heart of everything we do. Council is committed to
Safe Community - a City of	supporting a strong and inclusive community that elicits pride. People in our City
people leading happy and	have told us they value a sense of community, want to feel and be safe in their
healthy lives	homes and neighbourhoods and want opportunities to participate in community
	programs and gatherings. Proud, inclusive and safe communities are created
	through strong partnerships, local leadership, services and programs and
	environments that promote and protect community wellbeing
2. A Thriving and Resilient	Council is committed to protecting and enhancing its natural environments including
Natural Environment - a City	grasslands, forests, waterways and its flora and fauna. We recognise the adverse
that preserves and	effects of climate change and are committed to actively taking steps to reduce its
enhances its natural	effects. Our community values the City's natural spaces and wants to ensure that
environment for future	they are preserved, accessible and welcoming now and for future generations. They
generations	recognise the many benefits of the natural environment - including for health and
generations	wellbeing. A whole-of-community commitment will be required to ensure a thriving
	natural environment for current and future generations
	inatural environment for current and luture generations
3. A Well Planned & Built	Council is committed to ensuring that the growth and development of the City
City - a City with a clear	occurs in an accessible, fair and responsible way. Our community has told us that
vision to manage growth in a	community infrastructure and connected and flexible transport networks will
sustainable and accessible	
	continue to be important. Public spaces should be created and maintained,
way	providing places for everyone. The City should grow in a way that supports the
	health and wellbeing of the community. Council will not be able to achieve this
	alone and will be an advocate and partner with planning and service providers to
	work towards achieving this
4. A Strong Local Economy	A strong local economy offers a variety of education, training, employment and
and a Lifelong Learning City	visitor opportunities for all ages and life stages. Our community has told us that as
a City rich in local	the population grows, the need for local schools and tertiary providers will become
employment and education	critical. They want to study and work locally and have more local employment
opportunities	opportunities. Council is committed to creating a lifelong learning City, full of
орронались	opportunities for all. We will work in partnership with the community, private sector
	and other levels of government to achieve this
	and a second sec
5. A High Performing	Council is committed to providing strategic leadership and working in collaboration
Organisation Demonstrating	to better engage, represent and communicate with our diverse community. We will
Leadership and Advocacy -	ensure our services and facilities are efficient, effective and appropriate to get the
an organisation operating	best outcomes for our community. We will manage the municipality in an innovative,
with innovation,	responsible and financially sustainable way that meets the needs and aspirations of
transparency, accountability	current and future communities
and sustainability	

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# 2. Services and service performance indicators

This section provides a description of the services and initiatives to be funded in the Budget for the 2021/22 year and how these will contribute to achieving the strategic objectives outlined in the Council Plan. It also describes several initiatives and service performance outcome indicators for key areas of Council's operations. Council is required by legislation to identify major initiatives, initiatives and service performance outcome indicators in the Budget and report against them in their Annual Report to support transparency and accountability. The relationship between these accountability requirements in the Council Plan, the Budget and the Annual Report is shown below.



Source: Department of Jobs, Precincts and Regions

Note: A minor organisational realignment has been undertaken by Council in recent months which has impacted the alignment of costs and revenues associated to strategic objectives.

### 2.1 Strategic Objective 1

A proud, inclusive and safe community: A City of people leading happy and healthy lives

Service area	Description of services provided	ices provided		2020/21 Forecast \$'000	2021/22 Budget \$'000
Families and	Provision of services for children 0-12 years and	Ехр	8,841	9,404	10,774
Children's	their families. Programs include Maternal and	Rev	5,334	5,818	6,177
Services	Child Health, Child Care services, Kindergarten enrolment, playgroup and children's programs,		(3,507)	(3,586)	(4,597
	preschool field officer program, best start program and housing support (to vulnerable individuals and families). The service also facilitates Council's Early Years Partnership committee delivering Melton's Municipal Early Years Plan				
Community Care	Provision of a range services and programs for the older people, people with a disability and their	Ехр	8,505	7,289	8,691
	carers including delivered and centre based meals,	Rev	5,939	6,077	5,449
	personal care, domestic assistance, community transport property maintenance, community and centre based respite and Men's Shed.	Surplus / (Deficit)	(2,566)	(1,212)	(3,242)

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Recreation and Youth	Provision of leisure and aquatic centres, sports infrastructure, reserves, youth support services	Ехр	5,430	5,440	5,844
	Hill Youth Centres. The service also provides	Rev	1,540	1,064	1,634
		Surplus / (Deficit)	(3,890)	(4,376)	(4,210)
Community Planning	engaged, sustainable, healthier, learned and safer	Ехр	4,813	5,395	5,613
		Rev	1,109	1,350	1,275
		Surplus / (Deficit)	(3,704)	(4,045)	(4,338)
	community infrastructure planning, health and wellbeing, community safety, road safety and active travel, the prevention of violence against women, community capacity development, reconciliation, culturally and linguistically diverse engagement, community engagement, policy management, community funding, neighbourhood houses, community facilities management, and community learning planning and programs.				

### **Major Initiatives**

- 1) Hillside pavilion and Recreation Centre Extra funding be allocated to an existing project to allow for completion of the project (Net Cost \$200,000)
- 2) Macpherson Park Extra funding for new works (carpark) (Net Cost \$500,000)

### Other Initiatives

- 3) Youth Engagement Grant Fund (Net Cost \$100,000)
- 4) Satellite City United Soccer Club Extra storage room (Net Cost \$30,000)
- 5) Baseball Fencing at McPherson Park to replace the back fencing at the baseball club (Net Cost \$90,000)
- 6) Caroline Springs Tennis Centre Investigate decommissioning the Book A Court system on the 6 courts allocated to the club and supporting the club to install a club based lock system similar to that in place at other tennis venues (Net Cost \$22,000)
- 7) Hillside Recreation Reserve Installation of fencing around sporting oval (Net Cost \$65,000)
- 8) Installation of turf wicket Melton Recreation Reserve (Net Cost \$120,000)
- 9) Western Chances support funding (Net Cost \$15,000)
- 10) Melton Country Fire Authority design of Judges Box (Net Cost \$10,000)
- 11) Melton Country Fire Authority Fencing (Net Cost \$25,000) Melton CFA to contribute an additional \$5,000
- 12) Melton Model Aircraft Shipping Container funding (Net Cost \$3,500)
- 13) 2nd Melton Scout Group Additional funds for essential maintenance of the Scout Hall in Blackwood Drive (Net Cost \$170,000)
- 14) Northcott Street Recreation Reserve car park Upgrade to carpark and lighting (Net Cost \$670,000)

### Service Performance Outcome Indicators

Service		Indicator
Maternal and Child Health(MCH)*	Participation	
Aquatic Facilities*	Participation	

<sup>\*</sup> refer to table at end of section 2.2 for information on the calculation of Service Performance Outcome Indicators

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### 2.2 Strategic Objective 2

A thriving and resilient natural environment: A City that preserves and enhances its natural environment for future generations

### Services

Service area	Description of services provided		2019/20 Actual \$'000	2020/21 Forecast \$'000	2021/22 Budget \$'000
City Design & Strategy	Provision of strategic planning and administration of the Melton Planning Scheme, urban design and	Exp	4,200	3,403	4,926
	landscape architecture for assessment of planning	Rev	663	1,301	1,805
	permits, design and delivery of council assets and facilities.	Surplus / (Deficit)	(3,537)	Forecast \$'000 3,403	(3,121)
Operations	Maintenance of our parks, open spaces, trees, property, drainage and roads. Management of	Ехр	27,232	31,562	28,120
	municipal fire prevention, business continuity and	Rev	820	5,029	849
	community emergency management (planning, preparedness and recovery).	Surplus / (Deficit)	(26,412)	(26,533)	(27,271)
Environment & Waste	nt & Provision of waste management, graffiti removal and cleaning services that include kerbside waste, recycling and organics collection, street and	Ехр	24,562	29,020	32,853
	footpath sweeping services, Hardwaste and Dumped Rubbish collection, graffiti removal, cleaning of Council's buildings, public toilets and BBOs. The team also oversees the operations of	Rev	19,045	18,312	18,607
	citationincitial planning and administering	Surplus / (Deficit)	(5,517)	(10,708)	(14,246)
	Creating, maintaining and implementing council's environment, climate change, sustainability and integrated water management policies and plans. Delivery of Council's environmental outreach activities to the community.				

### **Major Initiatives**

- 15) Banchory Green in Banchory Park Rejuvenation (Net Cost \$350,000)
- 16) Twelve month trial for a second hard waste collection for households in the municipality (Net Cost \$450,000)

### Other Initiatives

- 17) Improvement of existing facilities within the municipality an internal working group be established for external specialist advice relating to the development of a Dog Park Strategy (Net Cost \$20,000)
- 18) Rubbish Dumping Campaign Camera installation (Net Cost \$30,000)
- 19) Parkwood Green Reserve, Catherine Drive Installation of football goals and soccer nets (Net Cost \$10,000)
- 20) Parkwood Green Reserve, Catherine Drive installation of exercise stations (Net Cost \$30,000)
- 21) Construction of a crushed rock pathway from Nash Boulevard to Rockbank Train Station and associated fencing costs (Net Cost \$65,000)
- 22) Hillside Recreation Reserve Turf wicket irrigation system (Net Cost \$21,000)

### Service Performance Outcome Indicators

Service		Indicator
Maternal and	Participation	
Child	10.000000000000000000000000000000000000	
Child Aquatic	Participation	
Facilities*		

<sup>\*</sup> refer to table at end of section 2.2 for information on the calculation of Service Performance Outcome Indicators

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### 2.2 Strategic Objective 3

A well planned and built City: A City with a clear vision to manage growth in sustainable and accessible way

### Services

Service area	Description of services provided		2019/20 Actual \$'000	2020/21 Forecast \$'000	2021/22 Budget \$'000
Engineering Services	Provision of design for capital works, traffic management planning, built assets management,	Ехр	8,163	9,896	10,010
	civil and landscape infrastructure planning, and	Rev	8,218	8,898	7,927
	geographic information systems.	Surplus / (Deficit)	55	(998)	(2,083)
Planning	Provision of assessment of planning and subdivision proposals under the relevant planning	Exp	2,730	3,242	3,752
	and subdivision legislation, and ensuring	Rev	1,446	1,640	1,532
	compliance with the planning controls. Services provided include the assessment of Planning and	Surplus / (Deficit)	(1,284)	(1,602)	(2,220)
	Subdivision Applications, pre-application consultation, planning advice, post permit approvals, issue of Statements of Compliance, and collection, monitoring and reporting of development contributions.			4) (1,602)	
Capital Projects	Capital Projects is responsible for the planning, design and construction of a complex suite of new	Exp	2,438	3,838	3,036
	civil and community infrastructure within an	Rev	55	144	
	operational framework delivering a works program	Surplus / (Deficit)	(2,383)	(3,694)	(3,036)
	The unit's primary responsibility is to achieve the timely programming and roll-out of Council's capital projects	B			

### Major Initiative

- Construction of a fully signalised itersection and removal of roundabout Caroline springs Blvd & "The Crossing" (Net Cost \$2,320,000)
- 24) Hume Drive Duplication Calder Park Drive to Gourlay Rd. Taylors Hill (Net Cost \$2,000,000)

### Other Initiatives

- 25) Undertake a holistic review of the Westwood Drive corridor from Taylors Road to Western Highway (Net Cost \$60,000)
- 26) Lighting around Navan Park Lake assess /investigate lighting options and cost (Net Cost \$20,000)
- 27) Beautification of the Caroline Springs Boulevard and Westwood Drive entry points (Net Cost \$80,000)
- 28) Preparation of the Lake Caroline Masterplan (Net Cost \$50,000)
- Relocation of the existing picnic table and seat near the playground near Chisholm Park Wetland Reserve (Net Cost \$5,000)

### Service Performance Outcome Indicators

Service	Indicator
Planning Services*	Decision making
Roads*	Satisfaction

<sup>\*</sup> refer to table at end of section 2.2 for information on the calculation of Service Performance Outcome Indicators

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### 2.2 Strategic Objective 4

A strong local economy and a Lifelong Learning City: A City rich in local employment and education opportunities

### Services

Service area	Description of services provided	Actual Foreca		2020/21 Forecast \$'000	2021/22 Budget \$'000	
Libraries	Provision of public library services including	Exp	4,373	4,206	4,914	
	collections, programs, activities and access to technology from two library locations, online and	Rev	1,166	1,011	1,286	
	via outreach services to promote reading, learning and literacy. Provision of arts and cultural activities	Surplus / (Deficit)	(3,207) (3,195)	(3,195)	(3,628)	

### Service Performance Outcome Indicators

Service		Indicator	
Libraries*	Participation		

<sup>\*</sup> refer to table at end of section 2.2 for information on the calculation of Service Performance Outcome Indicators

### 2.2 Strategic Objective 5

A high performing organisation demonstrating leadership and advocacy: An organisation operating with innovation, transparency, accountability and sustainability

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Service area	Description of services provided		2019/20 Actual \$'000	2020/21 Forecast \$'000	2021/22 Budget \$'000
Community Safety	Administer general local laws enforcement, planning enforcement, building services,	Exp	6,033	6,513	6,951
		Rev	6,486	5,670	5,051
	enforcement and school crossings.	Surplus / (Deficit)	453	(843)	(1,900)
Engagement & Advocacy	Administer general local laws enforcement, planning enforcement, building services, environmental health (Food Safety & Immunisation programs), animal management, parking	Ехр	5,666	6,834	7,685
Engagement & Advocacy  Finance  Information Services		Rev	445	1,313	1,060
	development & tourism outcomes and advocacy	Surplus / (Deficit)	(5,221)	(5,521) (314 3,239 118 4,554	(6,625)
Finance	external customers including the management of	Exp	6,314	3,239	4,448
		Rev	7,018	4,554	6,709
		Surplus / (Deficit)	704	\$'000 6,513 5,670 (843) 6,834 1,313 (5,521)	2,261
Information Services	planning enforcement, building services, environmental health (Food Safety & Immunisation programs), animal management, parking enforcement and school crossings.  Provision of inbound call handling and counter services, communication campaigns and media management, hosting of events, artistic and cultural activities, facilitation of economic development & tourism outcomes and advocacy promoting Council priorities.  Provision of financial services to both internal and external customers including the management of Council's finances, raising and collection of rates and charges and property valuation.  Information Services provides leadership, support and improvement capability in the area of information and technology so that the organisation can deliver effective services.  Provision of human resources, learning and development payroll, industrial relations. Provides occupational health and safety programs, workers compensation services, health and wellbeing	Ехр	15,159	16,001	15,074
Service area Community Safety Engagement & Individual Services Community Safety Engagement & Individual Services Community Safety Safet		Rev	75	35	70
	organisation can deliver effective services.	Surplus / (Deficit)	(15,084)	(15,966)	(15,004)
People and Culture		Ехр	2,323	2,356	2,958
		Rev		-	
	[2012년] [1012년] [1012년] [1012년 1212년 1	Surplus / (Deficit)	(2,323)	(2,356)	(2,958)

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Executive and Councillors	This area of governance includes the Mayor, Councillors, Chief Executive Officer and Executive	Ехр	2,436	1,738	2,411
	Management Team and associated support which	Rev	176	193	180
	cannot be easily attributed to the direct service	Surplus / (Deficit)	(2,260)	(1,545)	(2,231)
Legal & Governance	Provision of a range of internal services to Council including governance, legal, procurement,	Ехр	3,474	4,279	4,489
	insurance, contractual and internal audit services.	Rev	666	550	846
	Also administrative support to the Mayor and Councillors. Provides risk management services and fraud and corruption control.	Surplus / (Deficit)	(2,808)	(3,729)	(3,643)
Property & Projects	Provision of strategic management of Council's	Ехр	223	538	734
Projects	property and projects portfolio, as well as leading Council's input into key State capital projects to support their timely, planned and efficient delivery. Also provides Council's Corporate Planning and Performance functions including the development	Rev	2.00		
		Surplus / (Deficit)	(223)	(538)	(734)
	and revision of the Council and Wellbeing Plan, Annual Report and Council's non-financial end-of- year reporting.				

### Service Performance Outcome Indicators

Service		Indicator
Governance*	Satisfaction	
Animal Management*	Health and Safety	
Food Safety*	Health and Safety	

<sup>\*</sup> refer to table at end of section 2.2 for information on the calculation of Service Performance Outcome Indicators

### Service Performance Outcome Indicators

Service		Indicator	Performance Measure	Computation
Governance	Satisfaction		Satisfaction with Council decisions. (Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community)	Community satisfaction rating out of 100 with the performance of Council in making decisions in the interest of the community
Statutory planning	Decision making		Council planning decisions upheld at VCAT. (Percentage of planning application decisions subject to review by VCAT and that were not set aside)	[Number of VCAT decisions that did not set aside Council's decision in relatior to a planning application / Number of VCAT decisions in relation to planning applications] x100

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Roads	Satisfaction	Satisfaction with sealed local roads. (Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads)	Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads.
Libraries	Participation	Active library borrowers. (Percentage of the population that are active library borrowers)	[The sum of the number of active library borrowers in the last 3 financial years / The sum of the population in the last 3 financial years] x100
Waste collection	Waste diversion	Kerbside collection waste diverted from landfill. (Percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill)	[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100
Aquatic Facilities	Utilisation	Utilisation of aquatic facilities. (Number of visits to aquatic facilities per head of population)	Number of visits to aquatic facilities / Population
Animal Management	Health and safety	Animal management prosecutions. (Percentage of animal management prosecutions which are successful)	Number of successful animal management prosecutions / Total number of animal management prosecutions
Food safety	Health and safety	Critical and major non- compliance outcome notifications. (Percentage of critical and major non- compliance outcome notifications that are followed up by Council)	[Number of critical non- compliance outcome notifications and major non- compliance outcome notifications about a food premises followed up / Number of critical non- compliance outcome notifications and major non- compliance outcome notifications about food premises] x100
Maternal and Child Health	Participation Participation	Participation in the MCH service. (Percentage of Participation in the MCH service by Aboriginal children. (Percentage of Aboriginal children enrolled who participate in the MCH service)	[Number of children who attend the MCH service at [Number of Aboriginal children who attend the MCH service at least once (in the financial year) / Number of Aboriginal children enrolled in the MCH service] x100

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### 2.3 Reconciliation with budgeted operating result

	Net Cost		_
	Surplus / (Deficit)	Expenditure	Revenue
	\$'000	\$'000	\$'000
Strategic Objective 1	(16,387)	30,922	14,53
Strategic Objective 2	(44,638)	65,899	21,26
Strategic Objective 3	(7,339)	16,798	9,45
Strategic Objective 4	(3,628)	4,914	1,28
Strategic Objective 5	(30,834)	44,750	13,91
Total	(102,826)	163,283	60,45
Expenses added in:		45.000	
Depreciation		45,078	
Other		2,121	
Deficit before funding sources	(150,024)	210,481	60,45
Funding sources added in:			
Rates and charges revenue			146,43
Capital grants			9,72
Contributions			260,54
Net gain (loss) on disposal of property, infrastructure, plant and equipment			12,41
Total funding sources			429,11
Operating (surplus)/deficit for the year	279,090	210,481	489,57

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# 3. Financial Statements

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the year 2021/22 has been supplemented with projections to 2024/25.

This section includes the following financial statements prepared in accordance with the Local Government Act 2020 and the Local Government (Planning and Reporting) Regulations 2020.

Comprehensive Income Statement Balance Sheet Statement of Changes in Equity Statement of Cash Flows Statement of Capital Works Statement of Human Resources

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# Comprehensive Income Statement For the four years ending 30 June 2025

		Forecast Actual	Budget		Projections	
		2020/21	2021/22	2022/23	2023/24	2024/25
	NOTES	\$'000	\$'000	\$'000	\$'000	\$'000
Income						
Rates and charges	4.1.1	134,585	146,436	168,155	190,302	207,855
Statutory fees and fines	4.1.2	10,124	9,924	12,060	13,086	13,849
User fees	4.1.3	9,857	11,049	11,907	12,249	12,535
Grants - Operating	4.1.4	36,972	32,290	33,259	34,340	35,456
Grants - Capital	4.1.4	20,262	9,720	9,720	9,720	9,720
Contributions - monetary	4.1.5	78,314	96,942	59,404	56,483	48,287
Contributions - non monetary	4.1.5	220,150	163,601	195,316	153,650	195,414
Net gain (loss) on disposal of property, infrastructure, plant and equipment	4.1.6	9,975	12,415	16,274	10,863	14,506
Other income	4.1.7	5,505	7,194	7,434	8,021	7,835
Total income		525,745	489,571	513,529	488,713	545,456
Expenses						
Employee costs	4.1.8	60,059	69,316	73,756	78,062	81,961
Materials and services	4.1.9	91,073	93,965	101,074	107,395	116,613
Depreciation	4.1.10	42,122	45,078	50,836	55,185	59,561
Amortisation - intangible assets	4.1.11	327	327	327	327	327
Amortisation - right of use assets	4.1.12	348	676	676	683	689
Bad and doubtful debts		678	440	448	457	466
Borrowing costs		525	646	550	375	201
Finance Costs - leases		27	32	40	44	29
Total expenses		195,159	210,481	227,707	242,529	259,847
Surplus/(deficit) for the year		330,586	279,090	285,822	246,185	285,610
Other comprehensive income Items that will not be reclassified to surplus or deficit in future periods						
Net asset revaluation increment /(decrement) Share of other comprehensive income of		45,781	50,955	55,796	59,914	66,59
associates and joint ventures Items that may be reclassified to surplus				-		
or deficit in future periods  Total comprehensive result	3	376,367	330,045	341,618	306,099	352,205

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**Balance Sheet** 

For the four years ending 30 June 2025

		Forecast Actual	Budget		Projections	
		2020/21	2021/22	2022/23	2023/24	2024/25
	NOTES	\$'000	\$'000	\$'000	\$'000	\$'000
Assets						
Current assets						
Cash and cash equivalents		329,872	328,295	366,834	418,984	368,939
Trade and other receivables		45,377	58,419	57,419	57,443	65,445
Other financial assets		-		-	-	
Inventories		40	24	6	6	
Non-current assets classified as held for		1,183	2.662	1.792	1.792	762
sale Other assets		16.040	19,551	26.218	25.506	19.13
Total current assets	4.2.1	392,512	408,951	452,269	503.731	454,285
	50000		3,1,1,1,1,1			70.1120
Non-current assets						
Inventories		45	21	16	10	
Property, infrastructure, plant & equipmer	nt	2,822,843	3,142,312	3,440,427	3,693,846	4,105,83
Right-of-use assets	4.2.4	1,113	1.037	1,635	1,076	1,160
Investment property		7.280	7.380	7.490	7,600	7.710
Intangible assets		2,704	2,377	2.050	1,723	1.396
Total non-current assets	4.2.1	2,833,985	3,153,127	3,451,617	3,704,254	4,116,102
Total assets		3,226,498	3,562,078	3,903,886	4,207,985	4,570,387
Liabilities						
Current liabilities						
Trade and other payables		48.563	45,116	47,745	54,087	66.875
Trust funds and deposits		8,350	8,294	8,298	8,312	8,310
Provisions		12,202	12,568	12,945	13,333	13,73
Interest-bearing liabilities	4.2.3	2,402	6,143	8,748	3,065	1,748
Lease liabilities	4.2.4	595	531	674	674	610
Total current liabilities	4.2.2	72,112	72,653	78,411	79,471	91,276
Non-current liabilities						
Provisions		1,739	1,813	1,890	1,970	2,054
Trust funds and deposits		17.128	15,146	15,291	15,769	15,687
Interest-bearing liabilities	4.2.3	8,272	15,146	8,937	5,872	4,124
Lease liabilities	4.2.4	531	521	980	427	567
Total non-current liabilities	4.2.2	27,670	32,665	27,098	24,039	22,432
Total liabilities		99,782	105,317	105,509	103,510	113,707
Net assets		3,126,716	3,456,760	3,798,377	4,104,475	4,456,679
Equity						
Accumulated surplus		1,877,983	2,091,838	2,351,519	2,575,982	2,939,70
Reserves		1,248,732	1,364,921	1,446,858	1,528,493	1,516,975
Total equity		3,126,716	3,456,759	3,798,377	4,104,475	4,456,680

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### Statement of Changes in Equity

For the four years ending 30 June 2025

		Total	Accumulated	Revaluation	Other
	NOTES	\$'000	Surplus \$'000	Reserve \$'000	Reserves \$'000
2021 Forecast Actual					
Balance at beginning of the financial year		2,750,348	1,584,786	931,889	233,673
mpact of adoption of new accounting					
tandards					
Adjusted opening balance			-	-	
Surplus/(deficit) for the year		330,586	330,586	-	39
Net asset revaluation		45,781	-	45,781	
ncrement/(decrement) Fransfers to other reserves		-	(133,313)		133,313
Transfers from other reserves			95,924	-	(95,924
Balance at end of the financial year	_	3,126,716	1,877,983	977,671	271,062
salance at end of the imancial year	_		,		
2022 Budget					
Balance at beginning of the financial year		3,126,716	1,877,983	977,671	271,062
Surplus/(deficit) for the year		279,089	279,089		3
Net asset revaluation		50,955	-	50,955	
ncrement/(decrement)		50,555		50,555	
Transfers to other reserves	4.3.1	-	(138,149)		138,149
Transfers from other reserves	4.3.1		72,915	:*:	(72,915
Balance at end of the financial year	4.3.2	3,456,759	2,091,838	1,028,626	336,296
2023					
Balance at beginning of the financial year		3,456,759	2,091,838	1.028.626	336.296
Surplus/(deficit) for the year		285,822	285,822		
Net asset revaluation					
ncrement/(decrement)		55,796		55,796	
Fransfers to other reserves			(106,545)	-	106,545
Transfers from other reserves		-	80,404	*	(80,404
Balance at end of the financial year		3,798,377	2,351,519	1,084,422	362,437
2024					
Balance at beginning of the financial year		3,798,377	2,351,519	1.084.422	362,437
Surplus/(deficit) for the year		246,184	246,184	1,001,122	002,10
Net asset revaluation			2.01101		
ncrement/(decrement)		59,914		59,914	-
Fransfers to other reserves			(90,736)	-	90,736
Transfers from other reserves		-	69,016	-	(69,016
Balance at end of the financial year	_	4,104,475	2,575,982	1,144,336	384,157
	_				
2025					
Balance at beginning of the financial year		4,104,475	2,575,982	1,144,336	384,157
Surplus/(deficit) for the year		285,610	285,610	-	3
Net asset revaluation		66,595	-	66,595	9
ncrement/(decrement)			(84.007)		94.00
Fransfers to other reserves		-	(84,007) 162,119	-	84,007 (162,119
Transfers from other reserves	_	4 450 000		4 040 001	
Balance at end of the financial year	_	4,456,680	2,939,705	1,210,931	306,044

# MINUTES OF THE AUDIT AND RISK COMMITTEE MEETING Item 6.7 Melton City Council Budget 2021/2022

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Appendix 1 Melton City Council Budget 2021/2022

### Statement of Cash Flows

For the four years ending 30 June 2025

	Forecast Actual	Budget		Projections	
	2020/21	2021/22	2022/23	2023/24	2024/25
Notes	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflows	Inflows	Inflows	Inflows	Inflows
	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)
Cash flows from operating activities					
Rates and charges	141,216	146,020	167,392	189,524	207,238
Statutory fees and fines	9,143	9,444	11,572	12,589	13,342
User fees	9,857	11,049	11,907	12,249	12,535
Grants - operating	36,972	32,290	33,259	34,340	35,456
Grants - capital	20,690	9,720	9,720	9,720	9,720
Contributions - monetary	78,314	96,942	59,404	56,483	48,287
Interest received	2,059	2,930	3,098	3,599	3,324
Dividends received	-	-	-	-	
Trust funds and deposits taken	7,288	(2,038)	149	492	(85
Other receipts	3,351	4,343	4,542	4,634	4,660
Net GST refund / payment	(184)	313	(455)	108	(2,186
Employee costs	(59,632)	(68,876)	(73,302)	(77,593)	(81,477
Materials and services	(90,318)	(93,147)	(100,240)	(106,548)	(115,732
Other payments	(168)	(170)	(188)	(194)	(180
Net cash provided by/(used in) 4.4.1 operating activities	158,589	148,820	126,857	139,402	134,902
Cash flows from investing activities					
Payments for property, infrastructure, plant and equipment	(101,970)	(177,883)	(105,942)	(99,464)	(213,332
Proceeds from sale of property, infrastructure, plant and equipment	25,229	18,152	22,490	22,014	32,350
Payments for investments	-	-	-	-	- 3
Proceeds from sale of investments	104,351	-	-		2
Net cash provided by/ (used in) 4.4.2 investing activities	27,610	(159,731)	(83,452)	(77,450)	(180,982
Cash flows from financing activities					
Finance costs	(525)	(646)	(550)	(375)	(201
Proceeds from borrowings		16,698	5,000	-	3
Repayment of borrowings	(2,306)	(6,043)	(8,643)	(8,748)	(3,065)
Repayment of lease liabilities	(362)	(674)	(672)	(677)	(698)
Net cash provided by/(used in) 4.4.3 financing activities	(3,193)	9,334	(4,865)	(9,801)	(3,965
Net increase/(decrease) in cash & cash equivalents	183,006	(1,577)	38,540	52,152	(50,044
Cash and cash equivalents at the beginning of the financial year	146,866	329,872	328,295	366,834	418,984
Cash and cash equivalents at the end 4.4.4	329.872	328.295	366.834	418.984	368.939

# MINUTES OF THE AUDIT AND RISK COMMITTEE MEETING Item 6.7 Melton City Council Budget 2021/2022

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Appendix 1 Melton City Council Budget 2021/2022

### Statement of Capital Works

For the four years ending 30 June 2025

		Forecast Actual	Budget		Projections	
	NOTES	2020/21	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
Property				7		
Land		1,799	10,491	6,448	7,821	39,078
Land improvements		-		-		-
Total land		1,799	10,491	6,448	7,821	39,078
Buildings		47,999	39,655	14,999	10,878	76,116
Heritage buildings					-	
Building improvements		-	-		-	
Leasehold improvements		-	-			
Total buildings		47,999	39,655	14,999	10,878	76,116
Total property		49,798	50,146	21,448	18,699	115,194
Plant and equipment						
Heritage plant and equipment		-	-		-	-
Plant, machinery and equipment		40	-	-	-	
Fixtures, fittings and furniture		63	122	133	145	174
Computers and telecommunications		200	594	634	675	720
Library books		518	450	489	530	574
Total plant and equipment		821	1,166	1,256	1,351	1,468
Infrastructure						
Roads		9,440	70,268	61,277	52,840	69,538
Bridges		564	4,218	6,540	586	194
Footpaths and cycleways		1,280	2,560	330	68	230
Drainage		549	769	642	501	487
Recreational, leisure and community facilities		17,500	17,498	7,743	8,837	7,684
Car Parks		-	2,703			-
Parks, open space and streetscapes					-	
Public Art		83	214	455	98	321
Kerb & Channel		-	123	129	933	146
Traffic Management Devices			1,461	309	720	333
Other Infrastructure  Total infrastructure		465 29,881	2,440 102,253	2,690 <b>80,114</b>	2,879 <b>67,463</b>	3,185 <b>82,119</b>
				501007	570330	
Total capital works expenditure	4.5.1	80,499	153,565	102,818	87,513	198,782
Represented by:						
New asset expenditure		48,324	63,316	58,332	40,071	160,930
Asset renewal expenditure		9,672	17,076	9,826	11,094	11,310
Asset expansion expenditure		9,619	41,949	9,512	25,851	5,873
Asset upgrade expenditure		12,884	36,572	25,149	10,497	20,669
Non capitalised expenditure			(5,347)			
Total capital works expenditure	4.5.1	80,499	153,565	102,818	87,513	198,782
Funding sources represented by:		provence no				
Grants Developer Contributions & Other		20,263	9,720	9,721	9,721	9,721
Reserves		32,186	48,384	57,268	41,438	150,292
Contributions (Other)		-	67	-	-	
Council cash		28,049	78,696	30,680	36,355	38,768
Borrowings		-	16,698	5,150	-	
Total capital works expenditure	4.5.1	80,499	153,565	102,818	87,513	198,782

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Melton City Council Budget 2021/2022 Item 6.7 Appendix 1 Melton City Council Budget 2021/2022

### Statement of Human

Resources For the four years ending 30 June 2025

	Forecast Actual	Budget	Projections		
	2020/21	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
Staff expenditure					
Employee costs - operating	60,059	69,316	73,756	78,062	81,961
Employee costs - capital		-	-		
Total staff expenditure	60,059	69,316	73,756	78,062	81,961
	FTE	FTE	FTE	FTE	FTE
Staff numbers					
Employees	557.7	609.1	618.5	629.0	640.0
Total staff numbers	557.7	609.1	618.5	629.0	640.0

A summary of human resources expenditure categorised according to the organisational structure of Council is included below:

			Comprises	
	Budget	Perma	nent	Casual
Department	2021/22 \$'000	Full Time \$'000	Part time \$'000	\$'000
Executive Management	2,373	2,357	-	16
Corporate Services Management	16,050	14,408	1,643	-
Community Services Management	28,442	15,941	11,544	957
Planning & Development Management	22,451	19,368	2,703	380
Total staff expenditure	69,316	52,074	15,889	1,353

A summary of the number of full time equivalent (FTE) Council staff in relation to the above expenditure is included below:

			Comprises		
Department	Budget	Perma	Casual		
	2021/22	Full Time Part time		Casual	
Executive Management	16.1	16.0	-	0.1	
Corporate Services Management	133.0	114.0	13.0	6.0	
Community Services Management	258.0	145.0	105.0	8.0	
Planning & Development Management	202.0	172.0	24.0	6.0	
Total staff FTE	609.1	447.0	142.0	20.1	

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Item 6.7 Melton City Council Budget 2021/2022 Appendix 1 Melton City Council Budget 2021/2022

# Summary of Planned Human Resources Expenditure For the four years ended 30 June 2025

The below figures have apportioned total budgeted spend per Directorate across total FTE per Directorate, while new positions have been allocated to gender based on historical trend. Council is currently undertaking Workforce Planning which will provide greater insight going foward.

Executive Management				
Permanent - Full time	2,357	2,470	2,571	2,487
Female	1,621	1,698	1,767	1,658
Male	737	772	803	829
Permanent - Part time	-	-	161	332
Female Male	-	-	80 80	166
Total CEO / Executive	2,357	2,470	2,731	166 2,819
Corpoarate Services				
Permanent - Full time	14.408	15.230	16,125	16.924
Female	8,847	9,270	9,923	10,240
Male	5,561	5,959	6,202	6,684
Permanent - Part time	1,643	1,986	2,205	2,418
Female	1,517	1,655	1,792	1,849
Male Total Corporate Services	126 16,050	331 17,216	413 18,331	569 19,342
Community Services			- 0,00	
Permanent - Full time	15,941	16,820	17,624	18,310
Female	12,643	13,248	13,788	14,351
Male	3,298	3,571	3,837	3,959
Permanent - Part time	11,544	12,269	12,948	13,609
Female	10,884	11,520	12,109	12,619
Male	660	749	839	990
Total Community Services	27,485	29,089	30,573	31,919
Planning & Development	40.200	20.650	24.642	22.692
Permanent - Full time Female	19,368 8,220	20,650 8,850	21,613 9,210	22,683 9,757
Male	11,148	11,800	12,403	12,925
Permanent - Part time	2,703	2,832	3,193	3,421
Female	1,576	1,593	1.842	1,901
Male	1,126	1,239	1,351	1,521
Total Planning & Development	22,071	23,481	24,806	26,104
			1,621	1,777
Casuals, temporary and other expenditure	1,353	1,500		
	1,353 69,316	73,756	78,062	81,961
Casuals, temporary and other expenditure	69,316 2021/22	73,756 2022/23	78,062 2023/24	81,961 2024/25
Casuals, temporary and other expenditure Total staff expenditure	69,316	73,756	78,062	81,961
Casuals, temporary and other expenditure	69,316 2021/22 FTE	73,756 2022/23 FTE 16.0	78,062 2023/24 FTE	81,961 2024/25 FTE
Casuals, temporary and other expenditure Total staff expenditure  Executive Management Permanent - Full time Female	69,316 2021/22 FTE 16.0 11.0	73,756 2022/23 FTE 16.0 11.0	78,062 2023/24 FTE 16.0 11.0	81,961 2024/25 FTE 15.0 10.0
Casuals, temporary and other expenditure Total staff expenditure  Executive Management Permanent - Full time Female Male	69,316 2021/22 FTE 16.0 11.0 5.0	73,756 2022/23 FTE 16.0 11.0 5.0	78,062 2023/24 FTE 16.0 11.0 5.0	81,961 2024/25 FTE 15.0 10.0 5.0
Casuals, temporary and other expenditure Total staff expenditure  Executive Management Permanent - Full time Female Male Permanent - Part time	69,316 2021/22 FTE 16.0 11.0 5.0 0.0	73,756 2022/23 FTE 16.0 11.0 5.0 0.0	78,062 2023/24 FTE 16.0 11.0 5.0 1.0	81,961 2024/25 FTE 15.0 10.0 5.0 2.0
Casuals, temporary and other expenditure Total staff expenditure  Executive Management Permanent - Full time Female Male Permanent - Part time Female	69,316 2021/22 FTE 16.0 11.0 5.0 0.0	73,756 2022/23 FTE 16.0 11.0 5.0 0.0 0.0	78,062 2023/24 FTE 16.0 11.0 5.0 1.0 0.5	81,961 2024/25 FTE 15.0 10.0 5.0 2.0 1.0
Casuals, temporary and other expenditure Total staff expenditure  Executive Management Permanent - Full time Female Male Permanent - Part time	69,316 2021/22 FTE 16.0 11.0 5.0 0.0	73,756 2022/23 FTE 16.0 11.0 5.0 0.0	78,062 2023/24 FTE 16.0 11.0 5.0 1.0	81,961 2024/25 FTE 15.0 10.0 5.0 2.0 1.0
Casuals, temporary and other expenditure Total staff expenditure  Executive Management Permanent - Full time Female Male Permanent - Part time Female Male Total CEO / Executive	69,316 2021/22 FTE 16.0 11.0 5.0 0.0 0.0	73,756  2022/23 FTE  16.0 11.0 5.0 0.0 0.0 0.0	78,062 2023/24 FTE 16.0 11.0 5.0 1.0 0.5 0.5	81,961 2024/25 FTE 15.0 10.0 5.0 2.0 1.0
Casuals, temporary and other expenditure Total staff expenditure  Executive Management Permanent - Full time Female Male Permanent - Part time Female Male	69,316 2021/22 FTE 16.0 11.0 5.0 0.0 0.0	73,756  2022/23 FTE  16.0 11.0 5.0 0.0 0.0 0.0	78,062 2023/24 FTE 16.0 11.0 5.0 1.0 0.5 0.5	81,961 2024/25 FTE 15.0 10.0 5.0 2.0 1.0 1.7
Casuals, temporary and other expenditure Total staff expenditure  Executive Management Permanent - Full time Female Maile Permanent - Part time Female Maile Total CEO / Executive Corporate Services	69,316 2021/22 FTE 16.0 11.0 5.0 0.0 0.0 16.0	73,756  2022/23 FTE  16.0 11.0 5.0 0.0 0.0 16.0	78,062 2023/24 FTE 16.0 11.0 5.0 1.0 0.5 0.5 17.0	81,961 2024/25 FTE 15.0 10.0 5.0 2.0 1.0 17.0
Casuals, temporary and other expenditure Total staff expenditure  Executive Management Permanent - Full time Female Male Permanent - Part time Female Male  Corpoarate Services Permanent - Full time Female Male	69,316 2021/22 FTE 16.0 11.0 5.0 0.0 0.0 16.0	73,756 2022/23 FTE 16.0 11.0 5.0 0.0 0.0 16.0	78,062 2023/24 FTE 16.0 11.0 5.0 1.0 0.5 0.5 17.0 117.0 72.0 45.0	81,961 2024/25 FTE 15.0 10.0 5.0 2.0 1.0 17.0 119.0 72.0 47.0
Casuals, temporary and other expenditure  Total staff expenditure  Executive Management Permanent - Full time Female Maile  Permanent - Part time Female Male  Total CEO / Executive  Corporate Services Permanent - Full time Female Maile	69,316 2021/22 FTE 16.0 11.0 5.0 0.0 0.0 16.0 114.0 70.0 44.0 13.0	73,756 2022/23 FTE 16.0 11.0 5.0 0.0 0.0 16.0 115.0 70.0 45.0	78,062 2023/24 FTE 16.0 11.0 5.0 0.5 0.5 17.0 117.0 72.0 45.0 16.0	81,961 2024/25 FTE 15.0 10.0 5.0 2.0 1.0 17.0 119.0 72.0 47.0
Casuals, temporary and other expenditure  Total staff expenditure  Executive Management Permanent - Full time Female Maile  Permanent - Part time Female Maile  Corporate Services Permanent - Full time Female Male  Permanent - Full time Female Male Permanent - Part time Female Female Female Female Female Female Female Female Female	69,316  2021/22 FTE  16.0 11.0 5.0 0.0 0.0 16.0  114.0 70.0 44.0 13.0 12.0	73,756 2022/23 FTE 16.0 11.0 5.0 0.0 0.0 16.0 115.0 70.0 45.0 12.5	78,062 2023/24 FTE 16.0 11.0 5.0 1.0 0.5 0.5 17.0 177.0 72.0 45.0 16.0	81,961 2024/25 FTE 15.0 10.0 5.0 2.0 1.0 17.0 119.0 72.0 47.0 17.0
Casuals, temporary and other expenditure Total staff expenditure  Executive Management Permanent - Full time Female Male Permanent - Part time Female Male Total CEO / Executive Corporate Services Permanent - Full time Female Male Permanent - Part time Female Male Permanent - Part time Female Male Male Male Male Male	69,316 2021/22 FTE 16.0 11.0 5.0 0.0 0.0 16.0 114.0 70.0 44.0 13.0 12.0	73,756 2022/23 FTE 16.0 11.0 5.0 0.0 0.0 16.0 115.0 70.0 45.0 12.5	78,062 2023/24 FTE 16.0 11.0 5.0 0.5 0.5 17.0 117.0 72.0 45.0 16.0 13.0	81,961 2024/25 FTE 15.0 10.0 5.0 2.0 1.0 17.0 119.0 72.0 47.0 13.0 4.0
Casuals, temporary and other expenditure  Total staff expenditure  Executive Management Permanent - Full time Female Male  Permanent - Part time Female Male  Total CEO / Executive  Corporate Services Permanent - Full time Female Male  Permanent - Part time Female Male  Total CEO / Executive  Corporate Services Permanent - Full time Female Male  Total Corporate Services	69,316  2021/22 FTE  16.0 11.0 5.0 0.0 0.0 16.0  114.0 70.0 44.0 13.0 12.0	73,756 2022/23 FTE 16.0 11.0 5.0 0.0 0.0 16.0 115.0 70.0 45.0 12.5	78,062 2023/24 FTE  16.0 11.0 5.0 1.0 0.5 0.5 17.0 72.0 45.0 16.0	81,961 2024/25 FTE 15.0 10.0 5.0 2.0 1.0 17.0 119.0 72.0 47.0 13.0 4.0
Casuals, temporary and other expenditure  Total staff expenditure  Executive Management Permanent - Full time Female Maile  Permanent - Part time Female Maile  Total CEO / Executive  Corpoarate Services Permanent - Full time Female Maile  Permanent - Part time Female Maile  Total Corpoarate Services Community Services  Community Services	69,316 2021/22 FTE 16.0 11.0 5.0 0.0 0.0 16.0 114.0 70.0 44.0 13.0 12.0 1.0	73,756 2022/23 FTE 16.0 11.0 5.0 0.0 0.0 16.0 15.0 15.0 15.0 15.0 15.0 15.0 15.0 15	78,062 2023/24 FTE 16.0 11.0 5.0 1.0 0.5 0.5 17.0 72.0 45.0 16.0 13.0 3.0	81,961 2024/25 FTE 15.0 10.0 5.0 2.0 1.0 17.0 179.0 47.0 173.0 136.0
Casuals, temporary and other expenditure  Total staff expenditure  Executive Management Permanent - Full time Female Male  Permanent - Part time Female Male  Total CEO / Executive  Corporate Services Permanent - Full time Female Male  Total CEO / Executive  Corporate Services  Permanent - Part time Female Male  Total Corporate Services  Community Services  Permanent - Full time	69,316 2021/22 FTE  16.0 11.0 5.0 0.0 0.0 16.0  114.0 70.0 44.0 13.0 12.0 1.0 127.0	73,756 2022/23 FTE 16.0 11.0 5.0 0.0 0.0 16.0 115.0 70.0 45.0 15.0 12.5 130.0	78,062 2023/24 FTE 16.0 11.0 5.0 1.0 0.5 0.5 17.0 117.0 72.0 45.0 13.0 133.0	81,961 2024/25 FTE 15.0 10.0 5.0 2.0 1.0 17.0 119.0 72.0 47.0 13.0 4.0 136.0
Casuals, temporary and other expenditure  Total staff expenditure  Executive Management Permanent - Full time Female Maile  Permanent - Part time Female Maile  Total CEO / Executive  Corpoarate Services Permanent - Full time Female Maile  Permanent - Part time Female Maile  Total Corpoarate Services Community Services  Community Services	69,316  2021/22 FTE  16.0 11.0 5.0 0.0 0.0 16.0  114.0 70.0 44.0 13.0 127.0  145.0 115.0	73,756  2022/23  FTE  16.0 11.0 5.0 0.0 0.0 16.0  115.0 15.0 12.5 2.5 130.0	78,062 2023/24 FTE 16.0 11.0 5.0 1.0 0.5 0.5 17.0 117.0 72.0 45.0 13.0 3.0 133.0	81,961 2024/25 F1E 15.0 10.0 5.0 2.0 1.0 17.0 17.0 119.0 47.0 136.0 148.0 148.0
Casuals, temporary and other expenditure  Total staff expenditure  Executive Management Permanent - Full time Female Male Permanent - Part time Female Male Total CEO / Executive  Corpoarate Services Permanent - Full time Female Male Demanent - Part time Female Male Total CEO / Executive  Corpoarate Services Corpoarate Services Companies Corpoarate Services Community - Part time Female Male Total Corporate Services Community Services Permanent - Full time Female Female Total Corporate Services	69,316  2021/22 FTE  16.0 11.0 5.0 0.0 0.0 16.0  114.0 70.0 44.0 13.0 12.0 10 127.0	73,756  2022/23  FTE  16.0 11.0 5.0 0.0 0.0 15.0 15.0 15.0 12.5 2.5 130.0  146.0 115.0 31.0 106.5	78,062 2023/24 FTE 16.0 11.0 5.0 0.5 0.5 17.0 117.0 72.0 45.0 13.0 3.0 133.0 147.0 115.0 32.0 108.0	81,961 2024/25 F1E 15.0 10.0 5.0 2.0 1.0 17.0 17.0 13.0 4.0 136.0 148.0 116.0 32.0 110.0
Casuals, temporary and other expenditure  Total staff expenditure  Executive Management Permanent - Full time Female Male Male Pormanent - Part time Female Male  Total CEO / Executive Corporate Services Permanent - Full time Female Male Permanent - Part time Female Male  Total Corporate Services Permanent - Full time Female Male Permanent - Part time Female Male  Total Corporate Services Permanent - Full time Female Male Permanent - Full time Female Male Permanent - Part time Female Male	69,316  2021/22 FTE  16.0 11.0 5.0 0.0 0.0 16.0  114.0 70.0 44.0 13.0 12.0 1.0 127.0  145.0 115.0 30.0 105.0 99.0	73,756 2022/23 FTE 16.0 11.0 5.0 0.0 0.0 16.0 15.0 15.0 15.0 15.0 15.0 15.0 15.0 15	78,062 2023/24 FTE 16.0 11.0 5.0 1.0 0.5 0.5 17.0 72.0 45.0 16.0 13.0 3.0 133.0 147.0 115.0 32.0 108.0	81,961 2024/25 FTE 15.0 10.0 5.0 2.0 1.0 17.0 179.0 47.0 173.0 136.0 148.0 148.0 120.0 100.0
Casuals, temporary and other expenditure  Total staff expenditure  Executive Management Permanent - Full time Female Maile  Pormanent - Part time Female Male  Total CEO / Executive  Corporate Services Permanent - Full time Female Maile  Total CEO / Executive  Corporate Services  Permanent - Full time Female Maile  Total Corporate Services  Community Services  Permanent - Full time Female Maile  Permanent - Full time Female Maile  Permanent - Full time Female Maile  Permanent - Part time Female Maile  Maile Maile Maile Maile Maile Maile Maile Maile Maile Maile Maile Maile	69,316  2021/22 FTE  16.0 11.0 5.0 0.0 0.0 16.0  114.0 70.0 44.0 13.0 12.0 145.0 115.0 30.0 105.0 99.0	73,756 2022/23 FTE 16.0 11.0 5.0 0.0 0.0 16.0 115.0 70.0 45.0 12.5 2.5 130.0 146.0 115.0 31.0 106.5	78,062 2023/24 FTE 16.0 11.0 5.0 1.0 0.5 0.5 17.0 117.0 72.0 45.0 13.0 133.0 147.0 115.0 32.0 108.0 101.0 7.0	81,961  2024/25  FTE  15.0 10.0 5.0 2.0 1.0 17.0 17.0 13.0 47.0 13.0 4.0 16.0 32.0 110.0 102.0 8.0
Casuals, temporary and other expenditure  Total staff expenditure  Executive Management Permanent - Full time Female Male Male Pormanent - Part time Female Male  Total CEO / Executive Corporate Services Permanent - Full time Female Male Permanent - Part time Female Male  Total Corporate Services Permanent - Full time Female Male Permanent - Part time Female Male  Total Corporate Services Permanent - Full time Female Male Permanent - Full time Female Male Permanent - Part time Female Male	69,316  2021/22 FTE  16.0 11.0 5.0 0.0 0.0 16.0  114.0 70.0 44.0 13.0 12.0 1.0 127.0  145.0 115.0 30.0 105.0 99.0	73,756 2022/23 FTE 16.0 11.0 5.0 0.0 0.0 16.0 15.0 15.0 15.0 15.0 15.0 15.0 15.0 15	78,062 2023/24 FTE 16.0 11.0 5.0 1.0 0.5 0.5 17.0 72.0 45.0 16.0 13.0 3.0 133.0 147.0 115.0 32.0 108.0	81,961  2024/25  FTE  15.0 10.0 5.0 2.0 1.0 17.0 17.0 13.0 47.0 13.0 4.0 16.0 32.0 110.0 102.0 8.0
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Casuals, temporary and other expenditure  Total staff expenditure  Executive Management Permanent - Full time Female Male Permanent - Part time Female Male Total CEO / Executive  Corporate Services Permanent - Full time Female Male Permanent - Part time Female Male Total Corporate Services  Community Services  Community Services Permanent - Full time Female Male Total Corporate Services  Community Services Permanent - Full time Female Male Temale Male Total Community Services  Planning & Development Permanent - Full time Female Male Total Community Services	69,316  2021/22 FTE  16.0 11.0 5.0 0.0 0.0 16.0  114.0 70.0 44.0 13.0 127.0  145.0 115.0 30.0 105.0 99.0 6.0 255.0	73,756  2022/23  FTE  16.0 11.0 5.0 0.0 0.0 16.0  115.0 70.0 45.0 15.0 12.5 2.5 130.0  146.0 115.0 6.5 100.0 6.5 252.5	78,062 2023/24 FTE 16.0 11.0 5.0 1.0 0.5 0.5 17.0 117.0 72.0 45.0 133.0 133.0 147.0 115.0 3.0 101.0 7.0 176.0 176.0 176.0 75.0	81,961  2024/25  F1E  15.0 10.0 5.0 2.0 1.0 17.0  119.0 72.0 47.0 13.0 4.0 136.0  148.0 116.0 32.0 110.0 258.0  179.0 77.0
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Casuals, temporary and other expenditure  Total staff expenditure  Executive Management Permanent - Full time Female Male  Permanent - Part time Female Male  Total CEO / Executive  Corporate Services Permanent - Full time Female Male  Total Croporate Services  Permanent - Part time Female Male  Total Corporate Services  Community Services Permanent - Full time Female Male  Total Corporate Services  Permanent - Full time Female Male  Total Community Services  Permanent - Part time Female Male  Total Community Services  Planning & Development  Permanent - Full time Female Male  Total Community Services	69,316  2021/22 FTE  16.0 11.0 5.0 0.0 0.0 16.0  114.0 70.0 44.0 13.0 12.0 1.0 127.0  145.0 115.0 30.0 105.0 99.0 6.0 6.0 250.0	73,756  2022/23  FTE  16.0 11.0 5.0 0.0 0.0 15.0 15.0 15.0 12.5 2.5 130.0  146.0 115.0 15.0 15.0 17.0 17.0 18.0 18.0 19.0 19.0 19.0 19.0 19.0 19.0 19.0 19	78,062  2023/24 FTE  16.0 11.0 5.0 1.0 0.5 17.0  117.0 12.0 45.0 13.0 3.0 133.0 147.0 150.0 101.0 7.0 176.0	81,961 2024/25 FIE 15.0 10.0 5.0 2.0 1.0 17.0 119.0 72.0 47.0 13.0 4.0 138.0 148.0 120.0 110.0 120.0 8.0 258.0
Casuals, temporary and other expenditure  Total staff expenditure  Executive Management Permanent - Full time Female Male Male Total CEO / Executive  Corporate Services Permanent - Full time Female Male Permanent - Full time Female Male  Permanent - Full time Female Male  Total Corporate Services  Community Services Permanent - Full time Female Male Permanent - Full time Female Male Permanent - Full time Female Male Permanent - Part time Female Male Permanent - Full time Female Male Total Community Services  Planning & Development Permanent - Full time Female Male Permanent - Full time Female Male Permanent - Full time Female Male	69,316  2021/22 FTE  16.0 11.0 5.0 0.0 0.0 0.0 16.0  114.0 70.0 44.0 13.0 12.7 127.0  145.0 115.0 30.0 105.0 99.0 6.0 250.0  172.0 73.0 99.0 24.0 14.0	73,756  2022/23 FTE  16.0 11.0 5.0 0.0 0.0 16.0  115.0 70.0 45.0 15.0 12.5 130.0  146.0 115.0 106.5 252.5	78,062  2023/24 FTE  16.0 11.0 5.0 1.0 0.5 0.5 17.0  117.0  12.0 45.0 13.0 133.0  147.0 115.0 108.0 7.0 255.0	81,961 2024/25 FTE 15.0 10.0 5.0 2.0 1.0 17.0 119.0 72.0 47.0 13.0 136.0 148.0 116.0 32.0 110.0 258.0
Casuals, temporary and other expenditure  Total staff expenditure  Executive Management Permanent - Full time Female Male  Pormanent - Part time Female Male  Total CEO / Executive  Corporate Services Permanent - Full time Female Male  Total Cerporate Services  Community Services Permanent - Full time Female Male  Total Corporate Services  Community Services Permanent - Full time Female Male  Total Corporate Services  Community Services Permanent - Full time Female Male  Total Community Services  Planning & Development Permanent - Full time Female Male  Female Male  Female Male	69,316  2021/22 FTE  16.0 11.0 5.0 0.0 0.0 16.0  114.0 70.0 44.0 13.0 12.0 1.0 127.0  145.0 115.0 30.0 105.0 99.0 6.0 6.0 250.0	73,756  2022/23  FTE  16.0 11.0 5.0 0.0 0.0 15.0 15.0 15.0 12.5 2.5 130.0  146.0 115.0 15.0 15.0 17.0 17.0 18.0 18.0 19.0 19.0 19.0 19.0 19.0 19.0 19.0 19	78,062  2023/24 FTE  16.0 11.0 5.0 1.0 0.5 17.0  117.0 12.0 45.0 13.0 3.0 133.0 147.0 150.0 101.0 7.0 176.0	81,961  2024/25  FIE  15.0 10.0 5.0 2.0 1.0 17.0  119.0 72.0 47.0 13.0 4.0 136.0  148.0 116.0 32.0 110.0 102.0 8.0 258.0
Casuals, temporary and other expenditure  Total staff expenditure  Executive Management Permanent - Full time Female Male  Permanent - Part time Female Male  Total CEO / Executive  Corporate Services Permanent - Full time Female Male  Total Croporate Services  Permanent - Part time Female Male  Total Corporate Services  Community Services Permanent - Full time Female Male  Total Corporate Services  Community Services Permanent - Full time Female Male  Total Community Services  Planning & Development Permanent - Full time Female Male  Total Community Services  Planning & Development Permanent - Part time Female Male Male Total Planning & Development	69,316  2021/22 FTE  16.0 11.0 5.0 0.0 0.0 16.0  114.0 70.0 44.0 13.0 12.0 1.0 127.0  145.0 115.0 30.0 105.0 99.0 6.0 250.0  172.0 73.0 99.0 24.0 14.0 10.0 196.0	73,756  2022/23  FTE  16.0 11.0 5.0 0.0 0.0 16.0  115.0 12.5 2.5 130.0  146.0 115.0 15.0 16.5 100.0 6.5 252.5	78,062  2023/24 FTE  16.0 11.0 5.0 1.0 0.5 17.0  117.0  12.0 45.0 13.0 3.0 133.0 147.0 15.0 188.0 101.0 255.0  176.0 176.0 175.0 101.0 26.0 15.0 15.0 20.0	81,961  2024/25 FTE  15.0 10.0 5.0 2.0 1.0 17.0  119.0 72.0 47.0 13.0 4.0 136.0  148.0 116.0 32.0 110.0 102.0 8.0 258.0  179.0 170.0 15.0 12.0 266.0
Casuals, temporary and other expenditure  Total staff expenditure  Executive Management Permanent - Full time Female Male  Pormanent - Part time Female Male  Total CEO / Executive  Corporate Services Permanent - Full time Female Male  Total Cerporate Services  Community Services Permanent - Full time Female Male  Total Corporate Services  Community Services Permanent - Full time Female Male  Total Corporate Services  Community Services Permanent - Full time Female Male  Total Community Services  Planning & Development Permanent - Full time Female Male  Female Male  Female Male	69,316  2021/22 FTE  16.0 11.0 5.0 0.0 0.0 16.0  114.0 70.0 44.0 13.0 12.0 105.0 99.0 105.0 99.0 250.0  172.0 73.0 99.0 24.0 14.0	73,756  2022/23  FTE  16.0 11.0 5.0 0.0 0.0 16.0  115.0 12.5 2.5 130.0  146.0 115.0 15.0 16.5 100.0 6.5 252.5	78,062  2023/24 FTE  16.0 11.0 5.0 1.0 0.5 17.0  117.0 72.0 45.0 13.0 3.0 133.0  147.0 115.0 32.0 101.0 7.0 75.0 101.0 26.0 15.0	81,961  2024/25 FTE  15.0 10.0 5.0 2.0 1.0 1.7 17.0 13.0 4.0 136.0 148.0 116.0 32.0 110.0 102.0 8.0 258.0

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# 4. Notes to the financial statements

This section presents detailed information on material components of the financial statements. Council needs to assess which components are material, considering the dollar amounts and nature of these components.

### 4.1 Comprehensive Income Statement

### 4.1.1 Rates and charges

Rates and charges are required by the Act and the Regulations to be disclosed in Council's budget.

As per the Local Government Act 2020, Council is required to have a Revenue and Rating Plan which is a four year plan for how Council will generate income to deliver the Council Plan, program and services and capital works commitments over a four-year period.

In developing the Budget, rates and charges were identified as an important source of revenue. Planning for future rate increases has therefore been an important component of the financial planning process. The Fair Go Rates System (FGRS) sets out the maximum amount councils may increase rates in a year. For 2021/22 the FGRS cap has been set at 1.5%. The cap applies to both general rates and municipal charges and is calculated on the basis of council's average rates and charges.

The level of required rates and charges has been considered in this context, with reference to Council's other sources of income and the planned expenditure on services and works to be undertaken for the community.

To achieve these objectives while maintaining service levels and a strong capital expenditure program, the average general rate and the municipal charge will increase by 1.5% in line with the rate cap.

This will raise total rates and charges for 2021/22 to \$146.436m.

4.1.1(a) The reconciliation of the total rates and charges to the Comprehensive Income Statement is as follows:

	2020/21 Forecast Actual \$'000	2021/22 Budget	Change	%
		\$'000	\$'000	
General rates*	104,259	112,218	7,959	7.63%
Municipal charge*	9,770	10,713	943	9.65%
Waste management charge	16,100	19,500	3,400	21.12%
Environmental enhancement rebate	(1,890)	(1,789)	101	-5.34%
Council pensioner rebate	(655)	(636)	19	-2.90%
Supplementary rates and rate adjustments	6,500	5,900	(600)	-9.23%
Interest on rates and charges	500	530	30	6.00%
Total rates and charges	134,584	146,436	11,852	8.81%

<sup>\*</sup>These items are subject to the rate cap established under the FGRS

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 $4.1.1(b) \ \ The rate in the dollar to be levied as general rates under section 158 of the Act for each type or class of land compared with the previous financial year$ 

Type or class of land	2020/21 cents/\$CIV	2021/22 cents/\$CIV	Change
General Rate	0.25825	0.25574	-0.97%
Vacant Land	0.38738	0.38361	-0.97%
Extractive Industry Land	0.74376	0.73653	-0.97%
Commercial/Industrial Developed Land	0.41320	0.40918	-0.97%
Commercial/Industrial Vacant Land	0.51650	0.51148	-0.97%
Retirement Village Land	0.21951	0.21738	-0.97%
Rural Living Land	0.23243	0.23017	-0.97%
Rural Land	0.18594	0.18413	-0.97%
Urban Growth Land	0.19369	0.19181	-0.97%

4.1.1(c) The estimated total amount to be raised by general rates in relation to each type or class of land, and the estimated total amount to be raised by general rates, compared with the previous financial year

	2020/21	2021/22		Change
Type or class of land	\$1000	\$'000	\$1000	%
General Rate	75,770	81,597	5,827	7.69%
Vacant Land	10,133	11,855	1,722	16.99%
Extractive Industry Land	374	363	(11)	-2.94%
Commercial/Industrial Developed Land	11,595	12,099	504	4.35%
Commercial/Industrial Vacant Land	2,214	2,154	(60)	-2.71%
Retirement Village Land	452	447	(5)	-1.11%
Rural Living Land	652	646	(6)	-0.92%
Rural Land	1,819	1,811	(8)	-0.44%
Urban Growth Land	1,225	1,246	21	1.71%
Sub-Total	104,234	112,218	7,984	7.66%
Less EER Rebate	(1,890)	(1,789)	101	-5.34%
Less Pension Rebate	(612)	(636)	(24)	3.92%
Total amount to be raised by general rates	101,732	109,793	16,045	15.77%

4.1.1(d) The number of assessments in relation to each type or class of land, and the total number of assessments, compared with the previous financial year

	2020/21	2021/22		Change
Type or class of land	Number	Number	Number	%
General Rate	53,799	57,113	3,314	6.16%
Vacant Land	6,830	8,637	1,807	26.46%
Extractive Industry Land	8	8	0	0.00%
Commercial/Industrial Developed Land	2,635	2,870	235	8.92%
Commercial/Industrial Vacant Land	328	320	(8)	-2.44%
Retirement Village Land	560	560	0	0.00%
Rural Living Land	224	224	0	0.00%
Rural Land	548	548	0	0.00%
Urban Growth Land	204	203	(1)	-0.49%
Total number of assessments	65,136	70,483	5,347	8.21%

4.1.1(e) The basis of valuation to be used is the Capital Improved Value (CIV)

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4.1.1(f) The estimated total value of each type or class of land, and the estimated total value of land, compared with the previous financial year

was to a second and a	2020/21	2021/22		Change
Type or class of land	\$'000	\$'000	\$'000	%
General Rate	29,339,688	31,906,045	2,566,357	8.75%
Vacant Land	2,615,825	3,090,305	474,480	18.14%
Extractive Industry Land	50,332	49,254	(1,078)	-2.14%
Commercial/Industrial Developed Land	2,806,074	2,956,944	150,870	5.38%
Commercial/Industrial Vacant Land	428,716	421,196	(7,520)	-1.75%
Retirement Village Land	205,920	205,795	(125)	-0.06%
Rural Living Land	280,320	280,710	390	0.14%
Rural Land	978,445	983,430	4,985	0.51%
Urban Growth Land	632,355	649,670	17,315	2.74%
Total value of land	37,337,675	40,543,349	3,205,674	8.59%

4.1.1(g) The municipal charge under Section 159 of the Act compared with the previous financial year

Type of Charge	Per Rateable Property	Per Rateable Property		Change
Type of onlinge	2020/21	2021/22		
	\$	\$	\$	%
Municipal	150	152	2	1.33%

4.1.1(h) The estimated total amount to be raised by municipal charges compared with the previous financial year

Type of Charge	2020/21	2021/22		Change
Type of Charge	\$	\$	\$	%
Municipal	9,770	10,713	943	9.65%

4.1.1(i) The rate or unit amount to be levied for each type of service rate or charge under Section 162 of the Act compared with the previous financial year

*	Per Rateable Property	Per Rateable Property		Change
Type of Charge	2020/21	2021/22		
	\$	\$	\$	%
Waste Service - Option A	370	332	(38)	-10.27%
120L Garbage, 240L Recycling, 240L Green				
Waste Service – Option B *	329	332	3	0.91%
80L Garbage, 240L Recycling, 240L Green				
Waste Service - Option C	316	332	16	5.06%
120L Garbage, 240L Recycling, 120L Green				
Waste Service - Option D *	276	332	56	20.29%
80L Garbage, 240L Recycling, 120L Green				
Waste Service – Option E	263	332	69	26.24%
120L Garbage, 240L Recycling				
Waste Service – Option F *	226	332	106	46.90%
80L Garbage, 240L Recycling				
Waste Service – Additional bin	161	177	16	9.94%

<sup>\*</sup> These Waste Services will not be offered from 01/07/2021. Council will have one standard Waste Service including 120L Garbage, 240L Recycling. A 120L or 240L Green bin can be provided free of charge.

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4.1.1(j) The estimated total amount to be raised by each type of service rate or charge, and the estimated total amount to be raised by service rates and charges, compared with the previous financial year

Type of Charge	2020/21	2021/22		Change
	\$	\$	\$	%
Waste Service	16,100	19,500	3,400	21.12%

4.1.1(k) The estimated total amount to be raised by all rates and charges compared with the previous financial year

	2020/21	2021/22		Change
	\$'000	\$'000	\$'000	%
Rates and charges after rebates	101,732	109,793	8,061	7.92%
Municipal charge	9,770	10,713	943	9.65%
Waste service charge	16,100	19,500	3,400	21.12%
Supplementary rates (including new Waste Services)	4,600	5,900	1,300	28.26%
Total Rates and charges	132,202	145,906	13,704	10.37%

4.1.1(I) Fair Go Rates System Compliance

Melton City Council is required to comply with the State Government's Fair Go Rates System (FGRS). The table below details the budget assumptions consistent with the requirements of the Fair Go Rates System.

	2020/21		2021/22
Total Rates	\$ 114,005,674	S	121,118,179
Number of rateable properties	65,136		70,483
Base Average Rate	\$ 1,750	\$	1,718
Maximum Rate Increase (set by the State Government)	2.00%		1.50%
Capped Average Rate	\$ 1,785	s	1,744
Maximum General Rates and Municipal Charges Revenue	\$ 116,285,787	\$	122,934,591
Budgeted General Rates and Municipal Charges Revenue	\$ 114,004,227	S	122,931,471
Budgeted Supplementary Rates	\$ 4,600,000	s	5,900,000
Budgeted Total Rates and Municipal Charges Revenue	\$ 118,604,227	s	128,831,471

4.1.1(m) Any significant changes that may affect the estimated amounts to be raised by rates and charges

There are no known significant changes which may affect the estimated amounts to be raised by rates and charges. However, the total amount to be raised by rates and charges may be affected by:

- The making of supplementary valuations (2021/22: estimated \$5,900,000 and 2020/21: \$4,600,000)
- The variation of returned levels of value (e.g. valuation appeals)
- Changes of use of land such that rateable land becomes non-rateable land and vice versa
- Changes of use of land such that residential land becomes business land and vice versa.

### 4.1.1(n) Differential rates

Each differential rate will be determined by multiplying the Capital Improved Value of rateable land (categorised by the characteristics described below) by the relevant percentages indicated above.

Council believe each differential rate will contribute to the equitable and efficient carrying out of council functions. Details of the objectives of each differential rate, the types of classes of land, which are subject to each differential rate and the uses of each differential rate are set out below.

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### **General Rate**

General Rate is any land which does not have the characteristics of:

- 1. Vacant Land:
- 2. Extractive Industry Land;
- 3. Commercial/Industrial Developed Land;
- 4. Commercial/Industrial Vacant Land;
- Retirement Village Land;
- Rural Living Land;
- Rural Land; or
- Urban Growth Land.

The objective of this differential is to ensure that such rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council. These include the:

- Implementation of good governance and sound financial stewardship: and
- 2. Construction, renewal, upgrade, expansion and maintenance of infrastructure assets; and
- Development and provision of health, environmental, conservation, leisure, recreation, youth and family community services; and
  - 4. Provision of strategic and economic management, town planning and general support services; and
  - 5. Promotion of cultural, heritage and tourism aspects of Council's municipal district.

The types and classes of rateable land within this differential are those having the relevant characteristics described above.

The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

The geographic location of the land within this differential rate is wherever it is located within the municipal district, without reference to ward boundaries.

The use of the land within this differential rate, in the case of improvement, is any use of land.

The planning scheme zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

The types of buildings on the land within this differential rate are all buildings already constructed on the land or which will be constructed prior to the expiry of the financial year.

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### Vacant Land

Vacant Land is any land:

- on which no building with an approved occupancy permit is erected; and
- located in a precinct structure plan, and with an approved planning permit for residential subdivision; and
- which does not have the characteristics of:
  - 3.1 Commercial/Industrial Vacant Land;
  - 3.2 Rural Living Land;
  - 3.3 Rural Land; or
  - 3.4 Urban Growth Land.

The objective of this differential is to encourage the development of land for non-commercial and non-industrial purposes, and ensure that such rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council. These include the:

- 1. Implementation of good governance and sound financial stewardship: and
- 2. Construction, renewal, upgrade, expansion and maintenance of infrastructure assets; and
- Development and provision of health, environmental, conservation, leisure, recreation, youth and family community services; and
- 4. Provision of strategic and economic management, town planning and general support services; and
- 5. Promotion of cultural, heritage and tourism aspects of Council's municipal district; and
- 6. To discourage land banking, and ensure an adequate supply of residential zoned land to the market demand.

The types and classes of rateable land within this differential are those having the relevant characteristics described above

The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

The geographic location of the land within this differential rate is wherever it is located within the municipal district, without reference to ward boundaries.

The use of the land within this differential rate, in the case of improvement, is any use of land.

The planning scheme zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

### **Extractive Industry Land**

Extractive Industry Land is any land which is:

- 1. used primarily for the extraction or removal of stone, including the treatment of stone; and
- located within a Special Use Zone 1 under the Melton Planning Scheme.

The objective of this differential is to ensure that such rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council. These include the:

- Implementation of good governance and sound financial stewardship: and
- Construction, renewal, upgrade, expansion and maintenance of infrastructure assets; and
- 3. Development and provision of health, environmental, conservation, leisure, recreation, youth and family community services; and
- 4. Provision of strategic and economic management, town planning and general support services; and
- 5. Promotion of cultural, heritage and tourism aspects of Council's municipal district.

The types and classes of rateable land within this differential are those having the relevant characteristics described above

The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

The geographic location of the land within this differential rate is wherever it is located within the municipal district, without reference to ward boundaries.

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The use of the land within this differential rate, in the case of improvement, is any use of land.

The planning scheme zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

The types of buildings on the land within this differential rate are all buildings already constructed on the land or which will be constructed prior to the expiry of the financial year.

### Commercial/Industrial Developed Land

Commercial/Industrial Developed land is any land which:

- 1. is used or adapted or designed to be used primarily for commercial or industrial purposes; or
- does not have the characteristics of Extractive Industry Land.

The objective of this differential is to ensure that such rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, having regard to the capacity of such land to be used to yield income and the demands such land make on Council's infrastructure. These include the:

- Implementation of good governance and sound financial stewardship: and
- 2. Construction, renewal, upgrade, expansion and maintenance of infrastructure assets; and
- 3. Development and provision of health, environmental, conservation, leisure, recreation, youth and family community services; and
- 4. Provision of strategic and economic management, town planning and general support services; and
- 5. Promotion of cultural, heritage and tourism aspects of Council's municipal district.

The types and classes of rateable land within this differential are those having the relevant characteristics described above.

The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

The geographic location of the land within this differential rate is wherever it is located within the municipal district, without reference to ward boundaries.

The use of the land within this differential rate, in the case of improvement, is any use of land.

The planning scheme zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

The types of buildings on the land within this differential rate are all buildings already constructed on the land or which will be constructed prior to the expiry of the financial year.

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### Commercial/Industrial Vacant Land

Commercial/Industrial Vacant Land is any land:

- on which no building with an approved occupancy permit is erected; and
- which is located within:
  - 2.1 a Business 1 Zone
  - 2.2 a Comprehensive Development Zone;
  - 2.3 a Mixed Use Zone
  - 2.4 an Industrial Zone 1;
  - 2.5 an Industrial Zone 3:
  - 2.6 Special Use Zone 4;
  - 2.7 Special Use Zone 3;
  - 2.8 Special Use Zone 6;
  - 2.9 Special Use Zone 7: or
  - 2.10 Urban Growth Zone located in a precinct structure plan, and with an approved planning permit for commercial/industrial use under the Melton Planning Scheme.

The objective of this differential is to encourage the commercial/industrial development and ensure that such rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council. These include the

- Implementation of good governance and sound financial stewardship: and
- 2. Construction, renewal, upgrade, expansion and maintenance of infrastructure assets; and
- Development and provision of health, environmental, conservation, leisure, recreation, youth and family community services; and
- 4. Provision of strategic and economic management, town planning and general support services; and
- Promotion of cultural, heritage and tourism aspects of Council's municipal district; and
- To discourage land banking, and ensure an adequate supply of commercial/industrial zoned land to the market

The types and classes of rateable land within this differential are those having the relevant characteristics described above.

The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

The geographic location of the land within this differential rate is wherever it is located within the municipal district, without reference to ward boundaries.

The use of the land within this differential rate, in the case of improvement, is any use of land.

The planning scheme zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme

### **Retirement Village Land**

Retirement Village Land is any land which is located within a retirement village land under the Retirement Villages Act 1986. The objective of this differential is to ensure that such rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council. These include the:

- Implementation of good governance and sound financial stewardship: and
- Construction, renewal, upgrade, expansion and maintenance of infrastructure assets; and
- Development and provision of health, environmental, conservation, leisure, recreation, youth and family community
- Provision of strategic and economic management, town planning and general support services; and
- Promotion of cultural, heritage and tourism aspects of Council's municipal district; and
- Recognition of the services undertaken by the retirement village sector

The types and classes of rateable land within this differential are those having the relevant characteristics described above

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The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

The geographic location of the land within this differential rate is wherever it is located within the municipal district, without reference to ward boundaries.

The use of the land within this differential rate, in the case of improvement, is any use of land.

The planning scheme zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

The types of buildings on the land within this differential rate are all buildings already constructed on the land or which will be constructed prior to the expiry of the financial year.

### **Rural Living Land**

Rural Living Land is any land which is:

- 1. two (2) or more hectares but less than ten (10) hectares in area; and
- located within:
  - 2.1 a Green Wedge A Zone:
  - 2.2 a Green Wedge Zone
  - 2.3 a Rural Conservation Zone:
  - 2.4 a Farming Zone; or
  - 2.5 Special Use Zone 5
  - under the Melton Planning Scheme

The objective of this differential is to ensure that such rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council. These include the:

- 1. Implementation of good governance and sound financial stewardship: and
- 2. Construction, renewal, upgrade, expansion and maintenance of infrastructure assets; and
- Development and provision of health, environmental, conservation, leisure, recreation, youth and family community services; and
- 4. Provision of strategic and economic management, town planning and general support services; and
- 5. Promotion of cultural, heritage and tourism aspects of Council's municipal district; and
- To assist in the maintenance of rural properties.

The types and classes of rateable land within this differential are those having the relevant characteristics described above.

The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The

The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

The geographic location of the land within this differential rate is wherever it is located within the municipal district, without reference to ward boundaries.

The use of the land within this differential rate, in the case of improvement, is any use of land.

The planning scheme zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

The types of buildings on the land within this differential rate are all buildings already constructed on the land or which will be constructed prior to the expiry of the financial year.

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### Rural Land

Rural Land is any land which is:

- 1. ten (10) hectares or more in area; and
- located within:
  - 2.1 a Green Wedge A Zone;
  - 2.2 a Green Wedge Zone;
  - 2.3 a Rural Conservation Zone;
  - 2.4 a Farming Zone; or
  - 2.5 Special Use Zone 5.
  - under the Melton Planning Scheme.

The objective of this differential is to ensure that such rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council. These include the:

- . Implementation of good governance and sound financial stewardship: and
- 2. Construction, renewal, upgrade, expansion and maintenance of infrastructure assets; and
- 3. Development and provision of health, environmental, conservation, leisure, recreation, youth and family community services; and
- 4. Provision of strategic and economic management, town planning and general support services; and
- 5. Promotion of cultural, heritage and tourism aspects of Council's municipal district; and
- 6. To recognise the impact of urban land speculation on the valuation of farm land; and
- To encourage agricultural activity.

The types and classes of rateable land within this differential are those having the relevant characteristics described above

The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

The geographic location of the land within this differential rate is wherever it is located within the municipal district, without reference to ward boundaries.

The use of the land within this differential rate, in the case of improvement, is any use of land.

The planning scheme zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

The types of buildings on the land within this differential rate are all buildings already constructed on the land or which will be constructed prior to the expiry of the financial year.

### **Urban Growth Land**

Urban Growth Land is any land which is:

- two (2) or more hectares in area; and
- located within an Urban Growth Zone under the Melton Planning Scheme in respect of which no precinct structure plan has been approved.

The objective of this differential is to ensure that such rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, having regard to the capacity of such land to be developed (or future developed) and the demands that such land make on Council's infrastructure. These include the:

- Implementation of good governance and sound financial stewardship: and
- Construction, renewal, upgrade, expansion and maintenance of infrastructure assets; and
- Development and provision of health, environmental, conservation, leisure, recreation, youth and family community services: and
- 4. Provision of strategic and economic management, town planning and general support services; and
- 5. Promotion of cultural, heritage and tourism aspects of Council's municipal district; and
- 6. Planning & preparation of Precinct Structure Plan.

The types and classes of rateable land within this differential are those having the relevant characteristics described above

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The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

The geographic location of the land within this differential rate is wherever it is located within the municipal district, without reference to ward boundaries.

The use of the land within this differential rate, in the case of improvement, is any use of land.

The planning scheme zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

The types of buildings on the land within this differential rate are all buildings already constructed on the land or which will be constructed prior to the expiry of the financial year.

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### 4.1.2 Statutory fees and fines

	Forecast Actual 2020/21	Budget 2021/22 \$'000	Change	
	\$'000		\$'000	%
Infringements and costs	2,385	2,089	(296)	-12.4%
Court recoveries	116	730	614	530.9%
Land information certificates	235	232	(3)	-1.2%
Permits	4,730	4,608	(122)	-2.6%
Other	908	854	(55)	-6.0%
Property information requests	1,750	1,412	(338)	-19.3%
Total statutory fees and fines	10,124	9,924	(200)	-2.0%

### 4.1.2 Statutory fees and fines (\$0.200 million decrease)

Statutory fees relate mainly to fees and fines levied in accordance with legislation and include animal registrations, Health Act registrations and parking infringement fines. Increases in statutory fees are made in accordance with legislative requirements.

Statutory fees are projected to decrease by \$0.200 million or 2.0% compared to 2020/21 forecast. The decrease is mainly attributable to the move to a surge in property information requests in late 2020/21.

### 4.1.3 User fees

	Forecast Actual 2020/21 \$'000	Budget 2021/22 \$'000	Change	
			\$'000	%
Aged and health services	330	500	169	51.3%
Leisure centre and recreation	724	2,102	1,378	190.5%
Child care/children's programs	585	820	235	40.1%
Registration and other permits	644	475	(170)	-26.4%
Building services	758	501	(258)	-34.0%
Other fees and charges	1,280	1,531	251	19.6%
Youth program fees	35	121	86	242.8%
Subdivision fees	5,500	5,000	(500)	-9.1%
Total user fees	9,857	11,049	1,192	12.1%

### 4.1.3 User fees (\$1.192 million increase)

User charges relate mainly to the recovery of service delivery costs through the charging of fees to users of Council's services. In setting the budget, the key principle for determining the level of user charges has been to ensure that increases are in line with the increases in the cost of providing the services and/or market pricing levels.

User fees and charges are also projected to increase by \$1.192 million or 12.1% over 2020/21 forecast. This is due to the move to Covid-Normal operations with a number of facilities and services anticipated return to pre Covid activity levels in 2021/22.

A detailed listing of fees and charges is included in section 6.

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### 4.1.4 Grants

Grants are required by the Act and the Regulations to be disclosed in Council's budget

	Forecast Actual	Budget	Chang	e
	2020/21	2021/22		
	\$'000	\$'000	\$'000	%
Grants were received in respect of the following:				
Summary of grants				
Commonwealth funded grants	22,839	23,824	985	4.3%
State funded grants	14,133	8,466	(5,667)	-40.1%
Total grants received	36,972	32,290	(4,682)	-12.7%
(a) Operating Grants				
Recurrent - Commonwealth Government				
Family day care	1,477	1,687	210	14.2%
Other	4,215	3,571	(645)	-15.3%
Victoria Grants Commission	17,147	18,566	1,419	8.3%
Recurrent - State Government	**			
Aged care	645	549	(96)	-14.9%
Libraries	960	984	24	2.5%
Other	500	497	(3)	-0.5%
Other community	50	100	50	100.0%
Youth services	403	69	(334)	-82.8%
Community health	101	97	(4)	-3.8%
Community support and development	1,205	1,126	(79)	-6.6%
Children's services	3,139	3,165	26	0.8%
Total recurrent grants	29,843	30,412	569	1.9%
Non-recurrent - State Government	23,043	30,412	303	1.07
Community health	14	2	(12)	-85.6%
Family and children	129	30	(99)	-76.7%
Other	5.395	904	(4,491)	-83.2%
Children's services	380	340	(40)	-10.4%
Community support and development	749	2	(747)	-10.4%
	26	2		-100.0%
Community safety		-	(26)	
Environment	337	600	263	77.9%
Family, youth and housing	100		(100)	-100.0%
Total non-recurrent grants	7,129	1,878	(5,251)	-73.7%
Total operating grants	36,972	32,290	(4,682)	-12.7%
(b) Capital Grants				
Recurrent - Commonwealth Government				
Roads to recovery	1,261	1,277	16	1.2%
Recurrent - State Government				
Other	23	23	-	0.0%
Total recurrent grants	1,284	1,300	16	1.2%
Non-recurrent - State Government				
Buildings	13,811	2.583	(11,228)	-81.3%
Roads	1,773	1,184	(588)	-33.2%
Bridges		600	600	
Footpaths and cycleways	200	100	(100)	-50.1%
Recreational, leisure and community facilities	3,196	1,828	(1,368)	-42.8%
Car Parks	-	2,125	2,125	
Other Infrastructure		-		
Total non-recurrent grants	18,980	8,420	(10,559)	-55.6%
	10,500	0,420	(10,000)	-00.07
Total capital grants	20,262	9,720	(10,543)	-52.0%

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## 4.1.4 Operating Grants (\$4.682 million decrease)

Operating grants include all monies received from state and federal sources for the purposes of funding the delivery of Council's services to ratepayers.

The level of operating grants is projected to decrease by \$4.682 million or 12.7% compared to 2020/21 forecast. This is mainly due to grants which were predominantly single application, non-reoccurring grants received in 2020/21:

(\$4.10m) - Covid-19 Working for Victoria.

(\$0.70m) - CALD Communities Taskforce

(\$0.66m) - Commonwealth Home Support Programme related grants.

(\$0.50m) - Melton Town Centre Revitalisation. (\$0.50m) - Melton South Scott Street Neighbourhood.

(\$0.35m) - Youth Learning Pathways.

(\$0.66m) - Other minor grants including Centenary Park Revitalisation [(\$0.15m)], Black Knight Way Park Revitalisation [(\$0.15m)], Rockbank North UDF [(\$0.15m)], Sports Facilities & Ground Lighting Maintenance [(\$0.14m)], and net of other grants [(\$0.07m)].

Partly offset by: \$1.19m - Projected 8.0% increase in Grants Commission aided by greater than average population increase relative to other Councils.

\$1.14m - New single application, non-reoccurring grants supporting revitalisation projects across the municipality such as kid zones, transport, and outdoor dining/shop fronts.

\$0.24m - Increase in Child Care Benefit including family day care, occasional care and holiday care.

\$0.22m - Increase in Home and Community Care Program

## 4.1.4 Capital Grants (\$10.543 million decrease)

Capital grants include all monies received from State, Federal and community sources for the purpose of funding the capital works program.

The 2021/22 budget is \$10.543 million or 52.0% lower than the 2020/21 forecast. The level of capital grants varies from year to year depending on the range of the Council's capital works programs and projects that are supported by funding agencies. The 2021/22 capital grants of \$9.720 million are for the following projects:

\$1.43m - Diggers Rest Community Centre

\$1.20m - Creamery Road Sealing LRCI

\$0.95m - Renewal Program (Open Space) Synthetic Playing Surfaces

\$0.75m - Arnolds Creek Children's & Community Centre

\$0.75m - MacPherson Park Car Park Upgrade \$0.71m - Other Car Park Upgrades including Blackwood Drive; Hillside Recreation Reserve and Ian Cowie Recreation

\$0.67m - Northcott Street Melton South unsealed car park upgrade

\$0.63m - Road Urbanisation; Bulmans Road- Melton West \$0.63m - Troups Rd South Road Construction

\$0.60m - Pedestrian Bridge; Isabella Memorial Reserve to Illawong Terrace- Burnside

\$0.50m - Burnside Heights Recreation Reserve Upgrades

\$1.72m - Other Capital Works projects

A detailed listing of Capital Grants and is included in section 4.6

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### 4.1.5 Contributions

	Forecast Actual 2020/21	Budget 2021/22	Chang	,
	\$'000	\$'000	\$'000	%
Monetary	78,314	96,942	18,628	23.8%
Non-monetary	220,150	163,601	(56,549)	-25.7%
Total Contributions	298,464	260,544	(37,921)	-12.7%

## 4.1.5 Contributions (\$37.921 million decrease)

Monetary contributions relate to monies paid by developers in regard to Precinct Structure Plan (PSP), Developer Contributions Plans (DCP) and Infrastructure Contribution Plans (ICP) agreements for public open space and construction of infrastructure in accordance with planning permits issued for property development. Monetary developer contributions are projected to increase in 2021/22 by \$18.628 million or 23.8%. The projected increase is due to timing of developments and the split between cash and non-monetary contributions during the 2021/22 year. The level of Monetary contribution receipts in the order of \$78.31 million and \$96.9 million in 2020/21 and 2021/22 respectively are an indication of the level of growth and development that is underway in the municipality. While the contributions received are treated as income in the accounting period they are received, they are nevertheless set aside during the year in reserve funds for future capital works.

Projected non-monetary contributions decreased in 2021/22 relative to 2020/21 by \$56.549 million or 25.7%, however the amount recieved is still substantial at \$163.601 million and is again based on continued growth of property developments in the municipality. This figure includes in-kind assets provided by developers to offset their DCP contributions payable to Council.

## 4.1.6 Net gain (loss) on disposal of property, infrastructure, plant and equipment

	Forecast Actual 2020/21	Budget 2021/22	Change	
	\$'000	\$'000	\$'000	%
Land Held for Sale				
Proceeds of sale	23,865	21,011	(2,853)	-12.0%
Written down value of assets disposed	(9,303)	(9,296)	6	-0.1%
Total Net Gain on Disposal of Land	14,562	11,715	(2,847)	-19.6%
Plant Machinery & Equipment				
Proceeds of sale	2,501	2,094	(407)	-16.3%
Written down value of assets disposed	(1,640)	(1,394)	246	-15.0%
Total Net Gain on Disposal of Plant Machinery & Equipment	861	700	(161)	-18.7%
Infrustructure				
Written down value of assets disposed	(5,448)	-	5,448	-100.0%
Total Net Gain Infrustructure	(5,448)		5,448	-100.0%
Total Net Gain / (Loss) on Disposals	9,975	12,415	2,440	24.5%

## 4.1.6 Net Gain on Disposal of Assets (\$2.440 million increase)

The net gain on disposal of assets in 2021/22 is higher than 2020/21 forecast by \$2.44 million or 24.5%.

Proceeds from the sale of Council assets are budgeted at \$23.105 million for 2021/22 which relates mainly to income from sale of Council land assets which are under joint development agreement with Lend Lease Communities. The value of assets sold is also projected to be higher than 2021/22 forecast which is consistent with the level of land sales.

Plant Machinery & Equipment sales relate mostly to the sale of Council's fleet as it transitions to a fleet leasing model.

Forecasted written down value of infrustructure assets in 2020/21 is due to a number of factors including disposal of Council assets that are being replaced with new assets.

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## 4.1.7 Other income

	Forecast Actual 2020/21	Budget 2021/22	Change	
	\$'000	\$'000	\$'000	%
Interest	2,227	2,942	715	32.1%
Investment property rental	472	623	151	31.9%
Waste facility	1,883	2,264	381	20.2%
Festival sponsorship	12	278	266	2216.7%
Program revenue	335	453	118	35.3%
Other	577	634	58	10.0%
Total other income	5,505	7,194	1,689	30.7%

## 4.1.7 Other Income (\$1.690 million increase)

Other income relates to a range of items such as interest revenue on investments (excluding interest on rate arrears), and other miscellaneous income items.

Other income is forecast to increase by \$1.690 million or \$30.7% compared to 2020/21 primarily due to interest on investments being projected to be higher than 2020/21forecast by \$0.715 million. This is due to the projected higher levels of average cash funds available for investment.

### 4.1.8 Employee costs

	Forecast Actual 2020/21	Budget 2021/22	Change	
	\$'000	\$'000	\$'000	%
Wages and salaries	52,670	59,472	6,803	12.9%
WorkCover	1,111	1,203	92	8.3%
Casual staff	542	1,338	796	146.9%
Superannuation	4,800	5,794	994	20.7%
Fringe benefits tax	150	40	(110)	-73.3%
Other	786	1,468	683	86.9%
Total employee costs	60,059	69,316	9,258	15.4%

## 4.1.8 Employee costs (\$9.258 million increase)

Employee costs include all labour related expenditure such as wages and salaries and on-costs such as allowances, annual leave loading, long service leave, superannuation and work cover premium. Payments to contract employees are not included in this cost category.

Employee costs are forecast to increase by \$9.258 million or 15.4% compared to 2020/21 forecast result. This

- increase relates to a number of key factors:

  \*\* Impact of unfilled vacancies across Council in 2020/21. The budget for 2021/22 of \$69.316m is based on the assumption that every position will be filled throughout the year and Council will not have any savings derived from vacancies. Much of the vacancies in 2020/21 were backfilled by contract labour (forecasted as contract labour in
- materials and services).

  \*\* Current Enterprise Bargaining Agreement (EBA) increase in 2021/21 at an incre

  \*\* Current Enterprise Bargaining Agreement (EBA) in 2021/21 to 109/10/2021
- \*\* Increase in the Superannuation Guarantee from 9.5% in 2020/21 to 10% in 2021/22;
- \*\* The balance of the increase is attributable to reclassification of existing staff positions and band
- movements; and

  \*\* Other increase in costs related to employee oncosts expenditure such as, annual leave loading, long service leave,

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### 4.1.9 Materials and services

	Forecast Actual 2020/21	Budget 2021/22	Chang	Change	
	\$'000	\$'000	\$'000	%	
Contract payments	38,086	38,403	317	0.8%	
General maintenance	6,400	7,137	737	11.5%	
Utilities	5,949	5,772	(178)	-3.0%	
Information technology	5,045	4,967	(78)	-1.6%	
Insurance	1,683	1,804	121	7.2%	
Consultants	542	498	(44)	-8.0%	
Other	3,649	3,814	165	4.5%	
Garbage collection and disposal	3,593	6,015	2,422	67.4%	
Contract labour	8,764	4,824	(3,941)	-45.0%	
Administrative support	8,006	8,378	372	4.6%	
Program expenses	5,175	6,842	1,667	32.2%	
Professional fees	3,033	3,995	962	31.7%	
Auditors' remuneration	60	63	3	5.0%	
Councillors allowances	398	404	6	1.5%	
Contributions and donations	638	920	282	44.2%	
Auditors' remuneration - internal	51	129	78	154.4%	
Total materials and services	91,073	93,965	2,893	3.2%	

## 4.1.9 Materials and services (\$2.893 million increase)

Materials and services include the purchases of consumables and payments to contractors for the provision of services, and include contract employees.

Materials and services are forecast to increase by \$2.893 million or 3.2% in 2021/22 compared to 2020/21 due to: (\$2.92m) - Increase in payments for waste disposal charges to operator for Transfer Station operations, Kerbside Hard Waste and Public Waste Collection levies are projected to increase.

(\$1.48m) - revitalisation projects across the municipality such as kid zones, transport, and outdoor dining/shopfronts. This expenditure is funded primarily through new non-reoccurring grants.
(\$0.99m) - Increase in contracted graffiti and cleaning services due to the addition of new buildings to the contract.

Waste disposal revenue noted under other income will partly offset this charge.

(\$0.96m) - Increase in professional fees relating to professional advisory and legal costs, due to Covid normal operating environment projected in 2021/22.

(\$0.74m) - Increase in maintenance costs of Council Buildings due mainly to Council facilities which requiring low repairs due to lower use during Covid in 2020/21, and returning to a Covid normal operating environment in 2021/22. (\$0.68m) - Increase in vehicle operating costs due to lower use during Covid, and returning to a Covid normal operating environment in 2021/22.

(\$0.39m) - Higher program expenses for new programs such as High Street Structure Plan, Industrial and

Employment Land Supply Review, Conservation Assessment and other programs.

(\$0.37m) - Higher expenses associated with returning to the office such as Printing & Photocopy Paper, Stationary, Postage, and Corporate Consumables.

This is partly offset by decreases attributable to:

\$3.94m - Reduction in contract labour of is primarily due to anticipation that vacancies backfilled by contract staff in 2020/21 become filled with staff in 2021/22

\$1.66m - Expiry of projects funded through Covid-19 Working for Victoria in 2020/21, the bulk of which was in contract payments.

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## 4.1.10 Depreciation

	Forecast Actual 2020/21	Actual Budget Cha		ctual Budget Char		Actual Budget		e
	\$'000	\$'000	\$'000	%				
Property	7,110	7,968	858	12.1%				
Plant & equipment	1,042	1,019	(23)	-2.2%				
Infrastructure	33,970	36,091	2,121	6.2%				
Total depreciation	42,122	45,078	2,956	7.0%				

## 4.1.10 Depreciation (\$2.956 million increase)

Depreciation charge is projected to increase by \$2.956 million or 7.0% from 2020/21 levels. The increase in depreciation in 2021/22 is mainly due to significant increase in the value of Council's infrastructure assets. Council's infrastructure asset values are increasing at a very significant rate each year. This is not only due to increasing levels of capital expenditure and the combined impact of asset revaluations, but also due to the substantial levels of contributed assets from Precinct Structure Plan in-kind assets transferred over to Council each year from completed development works within the municipality.

## 4.1.11 Amortisation - Intangible assets

	Forecast Actual 2020/21	Budget 2021/22	Change	
<u> </u>	\$'000	\$'000	\$'000	%
Intangible assets	327	327	-	0.09
Total amortisation - intangible assets	327	327	(*/)	0.0%

## 4.1.11 Amortisation of Intangible Assets (\$nil increase)

The Amortisation charge is applicable to non-exclusive licence granted to Melton City Council by Department of Education and the Caroline Springs College for the use of CS College Creekside Campus and the Spring side Children's and Childcare facility built on DOE land and Kororoit Creek Learning Centre.

## 4.1.12 Amortisation - Right of use assets

	Forecast Actual 2020/21	Budget 2021/22	Change	
	\$'000	\$'000	\$'000	%
Equipment	348	676	328	94.2%
Total amortisation - right of use assets	348	676	328	94.2%

## 4.1.12 Amortisation –Right of Use Assets and Finance cost of Lease (\$0.328 million increase)

The amortisation of the right of use assets of existing lease arrangements are reported in accordance with current legislation, and is set to increase by \$0.328 million due to new lease arrangements entered into for Council's fleet in

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## 4.2 Balance Sheet

### 4.2.1 Assets

## 4.2.1.1 Current Assets (\$16.439 million increase)

The current assets in 2021/22 are projected to increase by \$16.439 million compared to 2020/21 forecast. Increase in current assets is mainly attributable to an increase in developer contributions. Trade receivables and assets held for resale are also expected to be higher than last year, as are other assets reflecting anticipated increased accrued land

4.2.1.2 Non-Current Assets (\$319.142 million increase)

Non-current assets are budgeted increase by \$319.142 million. This is mainly attributable to the increase in property plant and equipment of \$319.469 million, which is the net result of developer contributed assets and the projected capitalised component of the planned capital works program. The net increase of assets is partly offset by the depreciation of non-current assets for the 2021/22 year and the written down value of assets disposed during the year through sale of assets.

### 4.2.2 Liabilities

### 4.2.2.1 Current Liabilities (\$0.541 million increase)

The current liabilities (that is, obligations Council must pay within the next year) are expected to increase by \$0.541 million. The increase is primarily due to interest-bearing loans payable as at balance date is expected to be higher by \$3.741 million than 2020/21 balance, which is the net effect of new loan borrowings offset by principal repayments. Other increases relative to 2020/21 include lease liabilities at \$0.543 million higher than 2020/21 reflecting Council's transitions to a fleet leasing model; and provisions for employee entitlements are expected to increase by \$0.367 million. Offsetting these increases is an expected decrease in trade payables by \$3.447 million.

## 4.2.2.2 Non-Current Liabilities (\$4.995 million increase)

Non-current liabilities (that is, obligations Council must pay beyond the next year) is expected to increase by \$4.995 million. Non-current loan borrowings balance at year-end will be higher by \$6.913 million.

This is partially offset by a \$1.982 million decrease in trust funds and deposits which mainly relate to items such as maintenance bonds, pre-paid burial rights and Precinct Structure Plan (PSP) non-current creditors. The decrease mainly to increase in PSP creditors at balance date compared to 2020/21. These are assets provided in kind by developers that are higher than their developer contributions liability

Non-current lease liabilities have remained steady with a \$0.010 million decrease compared to 2020/21 as existing lease obligations are rolled over

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### 4.2.3 Borrowings

4.2.3 Interest Bearing Loans & Borrowings
In developing the budget, borrowings were identified as an important funding source for capital works programs.
Council has borrowed in the past to finance large infrastructure projects and recently has been in a phase of debt reduction. This has resulted in a reduction in debt servicing costs. Council has resolved to take out new borrowings of \$16.698 million in 2021/22 to bridge the funding shortfall for the significant capital works investments. The following table sets out future loan repayments, and total loan balances up to 2024/25 based on the forecast financial position of Council as at 30 June 2025.

The table below shows information on borrowings specifically required by the Regulations.

	Forecast Actual 2020/21	Budget	Projections		
				2022/23 \$	2023/24
Amount borrowed as at 30 June of the prior year	12,980	10.674	21.329	17.685	8,937
Amount proposed to be borrowed	12,000	16,698	5,000		- 0,507
Amount projected to be redeemed	(2,306)	(6,043)	(8,643)	(8,748)	(3,065)
Amount of borrowings as at 30 June	10,674	21,329	17,685	8,937	5,872

### 4.2.4 Leases by category

As a result of the introduction of AASB 16 Leases, right-of-use assets and lease liabilities have been recognised as outlined in the table below.

	Forecast Actual	Budget 2021/22		Projections		
	2020/21		2022/23	2023/24	2024/25	
	\$	\$	\$	\$	\$	
Right-of-use assets						
Furniture & Equipment	339	137	699	439	179	
Vehicles	774	900	936	637	982	
Total right-of-use assets	1,113	1,037	1,635	1,076	1,160	
Lease liabilities						
Current lease Liabilities		1000				
Furniture & Equipment	242	142	255	263	185	
Vehicles	353	389	419	411	424	
Total current lease liabilities	595	531	674	674	610	
Non-current lease liabilities						
Furniture & Equipment	142	-	449	185		
Vehicles	388	521	532	242	567	
Total non-current lease liabilities	531	521	980	427	567	
Total lease liabilities	1,126	1,052	1,654	1,101	1,176	

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### 4.3 Statement of changes in Equity

### 4.3.1 Reserves

	Opening Balance 30/06/2021	Transfers IN	Transfers OUT	Closing Balance 30/06/2022
Restricted Reserves				
Street Trees & Drainage	942		-	942
Community Infrastructure	183,298	117,137	(56,066)	244,369
Discretionary Reserves				
Perpetual Maintenance	131			131
Public Art	44	-	(40)	4
Infrastructure & Strategic Investment	86,274	21,011	(16,808)	90,477
Defined Benefit Call	372	-	-	372
Total Other Reserves	271,062	138,149	(72,915)	336,296

Street Trees & Drainage
Developer contributions for provision of drainage assets and street beautification.

### Community Infrastructure

Developer contributions collected to deliver community infrastructure within PSP and non-PSP areas in accordance with the Planning and Environment Act and section 173 agreements.

### Perpetual Maintenance

Provision for perpetual maintenance of Melton Cemetery

Provision for installation and maintenance of public art throughout the municipality

### Infrastructure & strategic investment (Previously Atherstone Investment)

Income generated from Atherstone estate set aside for major capital works and investments to diversify Council's

### **Defined Benefit Call**

Provision for potential future funding call under the Defined Benefits Superannuation scheme

## 4.3.2 Equity

Total equity always equals net assets and is made up of the following components:

- · Accumulated surplus, which is the value of all net assets, less reserves that have accumulated over time plus the increase in equity (or net assets) which is the net effect of operating surplus for the year plus the net transfers to/from reserves. The accumulated surplus at the end of 2021/22 is budgeted at \$2.092 billion.
- · Asset revaluation reserve, which represents the difference between the previously recorded values of assets and their current valuations. The asset revaluation reserve balance as at the end of 2021/22 is budgeted at \$1.029 billion.
- Other reserves are mainly funds that Council wishes to separately identify as being set aside to meet a specific purpose. This includes developer contributions reserves set aside for future capital works. Other reserve balances as at the end of year amounted to \$336.296 million. These include Developer Contributions Reserve of \$244.369 million and Strategic Infrastructure and Investment Reserve of \$90.477 million, which are specifically set aside to fund major infrastructure, generate income and make strategic land purchases. Other reserves amounting to \$1.450 million are set aside to meet specific purposes.

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### 4.4 Statement of Cash Flows

4.4.1 Net cash flows provided by/used in operating activities (\$9.769 million decrease)

Cash flow from operating activities refers to the cash generated or used in the normal service delivery functions of Council. The net cash flows from operating activities does not equal the surplus (deficit) for the year as the expected revenues and expenses of the Council include non-cash items which have been excluded from the Cash Flow Statement.

The 2021/22 budget for net cash provided by operating activities is \$9.769 million lower than 2020/21 forecast. This represents an increase in cash operating expenditure of \$12.075 million, partially offset by an increase in cash receipts of \$2.305 million.

### Outflows

Operating payments are higher than 2020/21 forecast by \$12.075 million. This is attributable to projected increases in employee costs of \$9.244 million, and an increase in payments for materials and services of \$2.829 million.

### Receipts

Grants income is expected to decrease by \$15.653 million due to \$10.971 million in capital grants received in 2020/21 which are not anticipated to be matched in 2021/22, and \$4.682 million lower operating grants driven primarily by Covid-19 Working for Victoria grant being received in 2020/21.

An increase in cash collections from rates and charges are projected at \$4.803 million. User charges, and Statutory fees & fines are expected to increase by \$1.493 million. Cash receipts from interest income are expected to be higher by 0.871 million.

Contributions and are projected to increase by \$18.628 million, however will be partially offset by a \$9.326 payout of Trust funds and denosits

4.4.2 Net cash flows provided by/used in investing activities (\$187.340 million decrease). The net cash used for investing activities is projected to be higher than current year forecast by \$187.340 million.

This variance primarily relates to the assumption that going forward Council's investments as at 30 June 2021 will be invested in term deposits with less than 90 days to maturity, causing the funds previously classified within Other financial asset to be reclassified to Cash and cash equivalents, thus resulting in a \$104.351 million increase.

Total capital expenditure, including carry forwards, as well as reimbursements to developers is anticipated to be higher than 2020/21 by \$75.913 million.

Cash receipts from the sale of assets are budgeted to decrease by \$7.077 million compared to the current year forecast with higher levels of land sales settlements forecast during 2020/21 compared with 2021/22.

4.4.3 Net cash flows provided by/used in financing activities (\$12.527 million increase)
Financing activities refer to cash generated or used in the financing of Council activities which include borrowings from financial institutions. These activities also include repayment of the principal component of loan repayments for the year.

New borrowings in 2021/22 are budgeted at \$16.698 million to fund the Melton Recycling Facility and the significant capital works investments in 2021/22.

The increase of \$3.737 million in repayment of borrowings is attributable to the difference between repayment of debt maturing in 2020/21 compared to 2021/22, which is \$2.306 million and \$6.043 million respectively. As a result, borrowing costs are projected to increase by \$0.121 million in 2021/22 compared to 2020/21.

Repayment of lease liabilities are expected to increase by \$0.312 million.

4.4.4 Cash and cash equivalents at the end of the financial year (\$1.577 million decrease)

Overall cash and cash equivalent at year end is expected to be lower by \$1.577 million from \$329.872 million in 2020/21 to \$328.295 million in 2021/22.

The cash and investment balances at balance date is significant, however a major portion of the Council's cash balances are statutory reserves representing developer contributions for specific future capital works and projects which must be applied in accordance with legislative and contractual requirements and will need to remain in short to medium term investments for this reason.

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### 4.5.1 Summary

	Forecast Actual 2020/21 \$'000	Budget 2021/22 \$'000	Change \$'000	%
Property	49,798	50,146	348	0.70%
Plant and equipment	821	1,166	345	42.09%
Infrastructure	29,881	102,253	72,372	242.20%
Total	80,499	153,565	73,066	90.77%

	5	Asset expenditure types							Sumn	nary of Fundin	g Sources	
	Project Cost	New	Renewal	Expansion	Upgrade	Non Capitalised	Council cash	Grants	Council Reserves	Contributions	Developer Contributions	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property	50,146	33,146	3,225	5,177	10,353	(1,754)	27,940	2,583	6,625	22	5,026	7,950
Plant and equipment	1,166	72	500		594	-	1,143	23	-	-	-	-
Infrastructure	102,253	30,118	13,350	36,772	25,626	(3,613)	57,861	7,114	10,224	45	26,509	500
Additional borrowings to fund the capital p	rogram						(8,248)					8,248
Total	153,565	63,336	17,076	41,949	36,572	(5,367)	78,696	9,720	16,848	67	31,536	16,698

### NOTE: Non Capitalised

Non capitalised expenditure refers to portions of a project cost which are recognised as an expense in the year it is made available to Council, rather than depreciated over the useful life of an asset. Non capitalised expenditure is funded from the operating budget (and included under Expenses in the Comprehensive Income Statement), thus have been removed from the capitalised project cost shown above.

The reason some project costs would not be capitalised include that individual prospective assets within a capital project may be under the asset capitalisation threshold, or that the expenditure relates to items which are not classified as assets for accounting purposes such as tree planting and landscaping.

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4.5.2 Current Budget

Property   10,491	021/22			Asset	Expenditure Ty	pes				Fund	ling Sources		
Land   Land   Land   Land   Land   Land   Land   Land   Land improvements							Capitalised			Reserves	Contributions	Contributions	Borrowings \$'000
Land   Land   Land   Land   Land   Land   Land   Land   Land improvements													
Carl Lland   10,491		10.401	10.491					10.491					
Total Land   10,491   10,491   10,491   1		10,491	10,491					10,491	-	-			
Buildings   39,555   22,655   3,225   5,177   10,353   (1,754   17,450   2,583   6,625   22   5,026   Heritage Buildings		10 491	10 491					10.491					
Heritage Buildings		,	,		£ 177	10.252	(4.7EA)	,	2 592	6 625		E 026	7,950
Building improvements		39,655	22,655	3,225	5,177	10,353	(1,754)	17,450	2,563	6,625	22	5,026	7,950
Leasehold improvements		_						]					
Total Buildings   39,655   22,655   3,225   5,177   10,353   (1,754)   17,450   2,583   6,625   22   5,026     Total Property   50,146   33,146   3,225   5,177   10,353   (1,754)   27,940   2,583   6,625   22   5,026     Plant and Equipment		_								-			
Total Property   50,146   33,146   3,225   5,177   10,353   (1,754)   27,940   2,583   6,625   22   5,026     Plant and Equipment		39,655	22.655	3.225	5.177	10.353	(1.754)	17.450	2.583	6.625	22	5.026	7,950
Plant and Equipment	•						, , , ,						7,950
Heritage plant and equipment   -   -   -   -   -   -   -   -   -	otal Property	30,140	33,140	0,220	3,177	10,000	(1,754)	27,540	2,000	0,025		5,020	7,550
Heritage plant and equipment   -   -   -   -   -   -   -   -   -	Plant and Equipment												
Plant, machinery and equipment		_						l .					
Fixtures, fittings and fumiture 122 72 50 - 1 122 - 1		_			-			_	-	_			
Computers and telecommunications 594 594 - 594		122	72	50				122	-	-			
Library books						594			-	-			
Infrastructure   Roads   70,268   14,368   8,236   31,268   19,065   (2,670)   38,335   2,461   9,704   - 19,768   19,				450		-			23	-			
Roads   70,268	otal Plant and Equipment	1,166	72	500		594		1,143	23				
Roads   70,268													
Bridges         4,218         4,050         168         -         -         1,368         600         -         -         2,250           Footpaths and cycleways         2,560         477         1,348         5         154         -         2,460         100         -         -         2,250           Porplanage         769         394         258         5         143         (26)         769         -	nfrastructure												
Footpaths and cycleways		70,268	14,368	8,236	31,268	19,065	(2,670)	38,335	2,461	9,704	-		
Drainage         769         394         258         - 143         (26)         769							-			-	-	2,250	
Recreational, leisure and community facilities 17,498 6,300 3,034 4,923 4,138 (898) 10,158 1,828 480 40 4,491 Car Parks 2703 578 - 2,125 - 578 2,125					581		-		100	-	-	-	
Car Parks         2,703         578         -         2,125         -         578         2,125         - <td></td> <td></td> <td></td> <td></td> <td>-</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td>					-								
Parks, open space and streetscapes         -				3,034	4,923		(898)	,		480	40	4,491	500
Public Art         214         30         184         -         -         174         -         40         -		2,703			-	2,125	-		2,125	-	-	-	
Kerb & Channel         123         -         123         -         -         -         123         -		-			-		-		-	-			
Traffic Management Devices         1,461         1,461         -         -         -         1,461         -					-					40	-	-	
Other Infrastructure         2,440         2,460         -         -         -         (20)         2,435         -         -         5         -           Total Infrastructure         102,253         30,118         13,350         36,772         25,626         (3,613)         57,861         7,114         10,224         45         26,509           Borrowings to fund the capital program         (8,248)				123	-					-			
Total Infrastructure 102,253 30,118 13,350 36,772 25,626 (3,613) 57,861 7,114 10,224 45 26,509  Borrowings to fund the capital program (8,248)							(20)				-		
Borrowings to fund the capital program (8,248)					36,772	25,626			7,114	10.224		26,509	500
		- 32,200	20,110	. 3,000	30,112	_5,020	(3,010)		7,114			20,000	
Total Capital Works Expanditure 152 565 62 326 17 076 41 040 36 572 (5 367) 78 606 0 720 46 949 67 24 526	sorrowings to rund the capital program							(8,248)					8,248
100ai Capital Profits Experiuture 100,000 00,000 17,070 41,949 00,072 (0,000 9,720 16,648 67 31,036	otal Capital Works Expenditure	153,565	63,336	17,076	41,949	36,572	(5,367)	78,696	9,720	16,848	67	31,536	16,698

MINUTES OF THE AUDIT AND RISK COMMITTEE MEETING
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4	1	/ *	1 25	1 3	/ 3	/ 5	/ 8	/ 6	8/3	· 3	1 4	2/
Project Name	\$'000	\$'000	\$'000	\$1000	\$1000	\$1000	\$'000	\$'000	\$1000	\$'000	\$1000	\$,000
PROPERTY												
							-					
Land Plumpton Aquatic & Leisure Centre	4,000	4,000					4,000					
Precinct Structure Plan	6,491	6,491					6,491					
Total Land	10,491	10.491	0.4				10.491					
Buildings Mt Atkinson East Community Centre (Mt Atkinson East Community	Land Control										1.000001	_
Hub).	8,461	8,461					4,959				3,502	
Aintree Children's & Community Centre	35 15	35							-		35	_
Eynesbury Station Early Learning Centre-design and construction Cobblebank Indoor Stadium	6,000	6,000					15		6,000		- 1	_
Bridge Road Community Hub	5,125	5,125					3,636				1,489	
Central Pavilion (Diggers Rest Community Hub)  Arnolds Creek Children's & Community Centre	1,433	1,433		1,375	-			1,433 750	625			_
Morton Homestead access ramp	45			45			45	730	623		-	
Caroline Springs Community facility extension	25			25			25				2	
Caroline Springs Sub Regional Tennis Centre	1.890			1.890			1,890		-	22		
Taylors Hill Youth & Community Centre - extension Hillside Recreation Pavilion and Recreation Centre	608	608		1,090			608					
Western Region Emergency Network Warehouse	800	800					800					
Mt. Atkinson Children's & Community Centre Renewal Program (Buildings) building components	168 2.095	168	2,095				168 2.095		-	$\vdash$		_
Brookside Pavilion redevelopment	1,130		1,130				1,130					
Pound Redevelopment Project	300				300		300					
Melton Recycling Facility (MRF) expansion - stage 2 Melton Recreation Reserve Pavilion	7,548 3,300			1,798	5,750		2,898		-		-	4,6
Sports Pavilion Kitchen upgrade program	159				159		159				-	3,3
Female change room upgrade	800				800		400	400				
Courthouse Café Melton CFA - Design of Building	43 10	10			43		43 10					_
Operating expenditure associated with capital projects	(1,754)	10				(1,754)	(1,754)					
Total Building	39,655	22,655	3,225	5,177	40.252		17,450	2,583	6,625	22	5,026	7,9
						(1,754)						
Total PROPERTY	50,146	33,146	3,225	5,177	10,353	(1,754)	27,940	2,583	6,625	22	5,026	7,9
PLANT AND EQUIPMENT												
Furniture and Fittings Office Furniture replacement program	72	72					72					
Library Furniture renewal program	50		50				50				- 1	
Total furniture	122	72	50	- (6		-	122	-	_			
IT Equipment												
Corporate computer refresh program	594				594		594					
Total IT Equipment	594	10	22	112	594	-	594					_
Total II Equipment	334				354		554					-
Library Books												
Library collections renewal program  Total Library Books	450 450	1/2	450 450	1 112	- 70		427 427	23 23		- (4	- /4	9
TOTAL PLANT AND EQUIPMENT	1,166	72	500		594	19	1,143	23		10		
								_				
NFRASTRUCTURE												
Bridges	2.000	2.000								$\vdash$	2,000	
							600	600			2,000	_
Bridge construction	2,000							600				
Bridge construction Pedestrian Bridge; Isabella Memorial Reserve to Illawong Terrace- Burnside	1,200	1,200					27.2		-			
	2,000		168				600		-		250	
Bridge construction Pedestrian Bridge; Isabella Memorial Reserve to Illawong Terrace- Burnside Pedestrian Bridge; Modeina to Burnside Heights-Burnside Heights Renewal Program (Transport) Bridges	1,200 850 168	1,200					600 168	600			-	
Bridge construction  Pedestrian Bridge; Isabella Memorial Reserve to Illawong Terrace- burnside  Pedestrian Bridge; Modeina to Burnside Heights-Burnside Heights  Renewal Program (Transport) Bridges  Total Bridge	1,200	1,200	168	7,0			600	600			2,250	
Bridge construction Pedestrian Bridge; Isabella Memorial Reserve to Illawong Terrace- Burnside Burnside Pedestrian Bridge; Modeina to Burnside Heights-Burnside Heights Renewal Program (Transport) Bridges Total Bridge Car Parks	1,200 850 168 4,218	1,200		7.			600 168 1,368	600		-	-	
Bridge construction Pedestrian Bridge; Isabelia Memorial Reserve to Illawong Terrace- Burnside Pedestrian Bridge; Modelina to Burnside Heights-Burnside Heights Renewal Program (Transport) Bridges  Total Bridge  Car Parks  Car Parks works on Macpherson Car Park MacPherson Park Car Park Upgrade	1,200 850 168 4,218 500 750	1,200 850 4,050		/*	750		600 168	750		•	-	
Aridge construction  Pedestrian Bridge; Isabella Memorial Reserve to Illawong Terrace- Burnside Pedestrian Bridge; Modeina to Burnside Heights-Burnside Heights Renewal Program (Transport) Bridges  Fotal Bridge  Cat Parks  Dar Parks works on Macpherson Car Park  MacPherson Park Car Park Upgrade  dorchtoot Street Metton South unseled car park upgrade	1,200 850 168 4,218 500 750 670	1,200 850 4,050		7/2	750 670		600 168 <b>1,368</b> 500				-	
Bridge construction Pedestrian Bridge; Modelina to Burnside Heights Burnside Pedestrian Bridge; Modelina to Burnside Heights-Burnside Heights Renewal Program (Transport) Bridges  Total Bridge Car Parks Car Parks works on Macpherson Car Park MacPherson Park Car Park Upgrade Vorthcott Street Metion South unsealed car park upgrade Boronia Drive Recreation Reserve—Car Park	1,200 850 168 4,218 500 750	1,200 850 4,050		77-	670		600 168 1,368	750 670			-	
Bridge construction Pedestrian Bridge; Isabella Memorial Reserve to Illawong Terrace- Burnside Pedestrian Bridge; Modeina to Burnside Heights-Burnside Heights Renewal Program (Transport) Bridges  Total Bridge Car Parks Car Parks works on Macpherson Car Park MacPherson Park Car Park Upgrade Vorthoot Street Methon South unseled car park upgrade Boronia Drive Recreation Reserve-Car Park	1,200 850 168 4,218 500 750 670 78 273 216	1,200 850 4,050					600 168 <b>1,368</b> 500	750			-	
Bridge construction  **Redestrian Bridge, Modelina to Burnside Heights-Burnside  **Redestrian Bridge, Modelina to Burnside Heights-Burnside Heights  **Renewal Program (Transport) Bridges  **Total Bridge  **Car Parks  **Dar Parks works on Macpherson Car Park  **MacPherson Park Car Park Upgrade  **Jornia Drive Recreation Reserve-Car Park  **Blackwood Drive  **Blackwood Bridge  **Blackwood Bridge	1,200 850 168 4,218 500 750 670 78 273	1,200 850 4,050			670 - 273		600 168 <b>1,368</b> 500	750 670 - 273			-	
Bridge construction  **Redestrian Bridge; Modelina to Burnside Heights-Burnside  **Redestrian Bridge; Modelina to Burnside Heights-Burnside Heights  **Renewal Program (Transport) Bridges  **Total Bridge  **Car Parks  **Dar Parks works on Macpherson Car Park  **MacPherson Park Car Park Upgrade  **Vorthcott Street Melton South unsealed car park upgrade  **Jornia Drive Recreation Reserve-Car Park  **Jlackwood Drive  **Jlackwood Dr	1,200 850 168 4,218 500 750 670 78 273 216 216	1,200 850 4,050 500			273 216 216		500 168 1,368 500	750 670 - 273 216 216			-	
Bridge construction  **Redestrian Bridge; Modeina to Burnside Heights-Burnside  **Redestrian Bridge; Modeina to Burnside Heights-Burnside Heights  **Renewal Program (Transport) Bridges  **Total Bridge  **Dar Parks  **Dar Parks	1,200 850 168 4,218 500 750 670 78 273 216	1,200 850 4,050			670 273 216		600 168 <b>1,368</b> 500	750 670 - 273 216 216			-	
Iridge construction  **Pedestrian Bridge; Isabelia Memorial Reserve to Illawong Terrace- **Bredestrian Bridge; Modelina to Burnaide Heights Burnside Heights  **Pedestrian Bridge; Modelina to Burnaide Heights Burnside Heights  **Total Bridge  **Corat Bridge  **Car Parks  **Car Parks works on Macpherson Car Park  **MacPherson Park Car Park Upgrade  **Vorthoot Street Melton South unsealed car park upgrade  **Jornain Drive Recreation Reserve  **Jornain Drive Recreation Reserve  **Jornain Drive Recreation Reserve  **Jornain Drive Recreation Reserve  **Jornain Prive Recreation Recre	1,200 168 4,218 500 750 670 78 273 216 216	1,200 850 4,050 500 78			273 216 216 216		600 168 1,368 500 - - 78 578	750 670 - 273 216 216			-	
Bridge construction  **Redestrian Bridge; Modelina to Burnside Heights Burnside Heights Burnside Predestrian Bridge; Modelina to Burnside Heights Burnside Heights Burnside Heights Burnside Heights Burnside Heights Benewal Program (Transport) Bridges  **Total Bridge**  **Cat Parks**  **Lar Parks works on Macpherson Car Park  **MacPherson Park Car Park Upgrade  **Vorthcott Street Melton South unsealed car park upgrade  **Soronia Drive Recreation Reserve—Car Park	1,200 850 168 4,218 500 750 670 78 273 216 216	1,200 850 4,050 500			273 216 216	•	500 168 1,368 500	750 670 - 273 216 216			-	

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	/ 1	5/	* /	1/	5 /	2/		3/	# / 5	100	100	# 00 /
Project Name	A de		1 20	1 8	3	100	8	_ 6	1 30	8/3	1 8 8	
	\$'000	\$'000	\$1000	\$,000	\$1000	\$1000	\$1000	\$'000	\$1000	\$'000	\$1000	\$'000
otal Drainage	769	394	258		143	(26)	769					
Tootpaths	477	477					377	100				
New Footpaths Construction Program Shared Path Construction Program	735	4//		581	154		735	100	-		-	
Footpath Renewal Program	1,348		1,348				1,348					
Total Footpaths	2,560	477	1,348	581	154		2,460	100	-	1/4		
erb and Channel												_
Renewal Program (Transport) Kerb and Channel	123		123				123		-			
Total Kerb and Channel	123		123	(6			123					
Public Art							5		-			_
Public Art Installation Street Art / Temporary Public Art	30	30					30				-	
Public Art Rehabilitation	184		184				144		40			-
otal Public art	214	30	184	174			174		40	- 10	7	-
Processore Early Learning Centre hains undertaken by the Victorian												
Grasslands Early Learning Centre being undertaken by the Victorian School Building Authority.	70	70					70				-	
Recreation Reserve Shelter Program	80	80					80					
Environmental Reserve Fencing Eynesbury Recreation Reserve AOS - Stage 1 and Stage 2	52 50	52 50					52 50					
eynesbury Recreation Reserve AOS - Stage 1 and Stage 2 Ball Protection Fencing Program	80	80					50 80		-			
Macpherson Park Redevelopment	40	40					40					
Morton Homestead Playspace	20	20					20				- 4	
Arbour Boulevard Reserve	20 5,494	20		_	250		20					-
Diggers Rest Oval No. 02 playing surfaces and other infrastructure Marlo Drive Reserve Development	5,494	5,244			250		935 20	68			4,491	-
Vavan Park, Melton	20	20					20					-
Timber Edging around play spaces	41			41			41					
Macpherson Park Redevelopment - Stage 2	4,882			4,882			4,087	295	-		-	5
arkwood Green Reserve, Catherine Drive	40 65	40		_			40					_
Hillside Recreation Reserve Fencing Park Signage Replacement Program	52	65	52				65 52					_
Renewal Program (Open Space) shade and shelter structures	185		185				185					
Renewal Program (Open Space) Cricket Facilities	103		103				103				10-	
Renewal Program (Open Space) Playground Components	182		182				182					
Furfing of Sports fields	100	_	100	_			100	-	-	$\overline{}$		_
mprovement of existing Dog Parks facilities within the municipality icensed Playspace upgrade program	100		20		100		20 100					
Burnside Heights Recreation Reserve upgrade	1,621				1,621		1,120	500				
Black Knight Way Reserve, Kurunjang uograde	480				480				480		- 3	
Centenary Park development	280				280		280		-		-	_
nstallation of cricket wicket covers and storage facilities The Grange Reserve upgrade	60 190			_	60 190		60 190				-	
Arnolds Creek Recreation Reserve upgrade	100				100		100					
Stan Payne Streetscape upgrade	25				25		25					
Bloomsbury Drive Reserve upgrade-The construction of a play ground	25				25		25					
iall Protection Fencing Program - MacPherson Park Oval 1 Extension	20				20		20		-			
Blackwood Drive upgrade of sports reserve lighting	16				16		-	16			- /-	
Satellite City United Soccer Club upgrade	30				30		30					
Renewal Program (Open Space) sportsground furniture	208		208				208					
Banchory Green in Banchory Park rejuvenation	350 90				350 90		350 90		-			-
Baseball Fencing at McPherson Park Installation of turf wicket Melton Recreation Reserve	160				160		120			40		
Parks development program	120				120		120					
Renewal of synthetic playing surfaces	417		417				417					
Renewal Program (Open Space) Tennis/Netball Courts	401 1,367		401 1,367	_			401 417	950				-
Renewal Program (Open Space) synthetic playing surfaces Synesbury Sporting Facility	500	500	1,307	_			500	930	-		-	
Sporting Ground upgrade	222				222		222					
perating expenditure associated with capital projects	(898)					(898)	(898)					
otal Recreation	17,498	6,300	3,034	4,923	4,138	(898)	10,158	1,828	480	40	4,491	5
ther Infrastructure												
olar Retrofit Program	1,320	1,320					1,320					
fillside Rec Reserve - Turf Wicket Irrigation System	30	30					21			9		1
Silverdale Estate - Sound Walls	1,080	1,080					1,080					
Melton CFA - Fencing Operating expenditure associated with capital projects	(20)	30				(20)	25 (11)			(9)		
otal Other Infrastructure	2,440	2,460		•		(20)	2,435			5		
Roads	10000											
bridge Road Construction Construction of acoustic sound wall - Silverdale Estate	8,300 1,000	8,300 1,000					1,000		7,064		1,236	
Construction of acoustic sound wall - Silverdale Estate  Roundabout - Minns Road/Coburns Road, Harkness	470	1,000					1,000		-		254	
	1,966	-110		1,966			1,966				2.54	
	1 066			1,966			1,966					Ľ

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	No.	100			5 / S		The state of the s	100	W / 3		Sold Sold Sold Sold Sold Sold Sold Sold	* * * * * * * * * * * * * * * * * * *
Project Name	1 4			/ ~		1 20	1 6			/ "	/ "0	
	\$'000	\$'000	\$'000	\$1000	\$7000	\$1000	\$1000	\$'000	\$1000	\$'000	\$1000	\$1000
Road Safety Around Schools Program	7	. 7					. 7					
Roadside Hazard Safety Improvements Program	243	243					243					
Bus stops and shelters	46	46					46					
ntersection - Westwood Drive	60	60					60					
ntersection: Hopkins Road and Neale Road	2,338			2,338							2,338	
ntersection-North-South Local Access Street and Neale Road	1,136			1,136			-				1,136	
DDA Program	25	25		1,100			25				1,100	
Public lighting installation	20	20					20					
Connector Road-Greigs Road: North-south	3,693	20		3.693			20				3,693	
nterim roundabout - Neale Road and Sinclairs Road	120			120	_		120		<del>-</del>		3,093	_
Road extension - Hume Drive Stage 2 (Calder Park Drive- Gourlay Rd)	465			465			465					
		_	_	70.0				-	_	_	_	_
Road expansion - Taylors Rd (West Botanical Dr to West City Vista)	793	-		793			793		_		-	_
Road extension - Boundary Road (Mt. Cottrell Rd to Mall)	4,412	_		4,412	900		4,412					
Taylors Rd/Sinclairs Rd - Signalised Intersection	360				360		360					
Signalised intersection/pedestrian crossing - Brooklyn/Station Rd	2,799			2,799			2,799					_
Shogaki Drive, Cobblebank Road Construction	1,350			1,350			1,350					
Signalised intersection - Taylors Road/Plumpton Road	380			380			380					
Signalised intersection; Greigs Road / Mt Atkinson Road.	4,582			4,582							4,582	
Signals - Caroline Springs Blvd/Rockbank Middle Rd	4,074	4,074					4,074					
Street lighting improvements	155	62	93				155					3
Cobblebank-Rd Construction - Alfred Rd.	1,500	62	1,438				1,500					-
Sandalwood Drive - Wombat crossing and footpath improvements	35		35				35					
Renewal program (Transport) sealed roads	6,585		6,585				6,585					
Road urbanisation; Bulmans Road- Melton West	4,795		50		4,745		1,524	630	2,640			
Rural road construction	2,900				2,900		2,270	630				
Signalised Intersection - Taylors Rd/Westwood Drive	5.235			5,235			5,235					
Signalised Intersection; Taylors Road and Plumpton Road- Deanside	3,150				3,150						3,150	
Signalised Intersection; Caroline Springs Boulevard and The Crossing	2,320				2,320		2,320				0,100	;
Signalised Intersection; Taylors Road and Sinclairs Road- Deanside	3,380				3,380						3,380	
Signalised Intersection; Faylors Road and Sinciairs Road- Deanside					3,360				<u> </u>	_	3,300	_
Middle Road- Caroline Springs boulevard and Rockbank	50				50		50					
Signalised Intersection and two Pedestrian Crossings; Taylors Road												
and Westwood Drive- Taylors Hill	40				40		40				- 4	
Road sealing - Creamery Road	1,200				1,200		1.00	1,200				
	662		_		1,200		662	1,200	_			_
Road construction- Boundary Road, Mount Cottrell	60	-	_	_	60			-	_		-	_
Corridor study - Westwood Drive					60		60		_	_		_
Streetscape Improvements	35	_	35				35				_	_
Raised pedestrian crossings - The Parade	65				65		65		-			_
Disabled parking spaces - The Crossing	20				20		20		,			
Guard Rails - other identified	107				107		107		-			_
Public lighting upgrade - Diggers Rest - Coimadai Road	7	_			. 7		. 7					
Operating expenditure associated with capital projects	(2,670)					(2,670)	(2.670)					
Total Roads	70,268	14,368	8,236	31,268	19,065	(2,670)	38,335	2,461	9,704		19,768	
Fraffic Management Devices												
Traffic Management Devices Program	780	780					780					
Major Traffic Management Upgrade Program	681	681					681		_			
Total Traffic Management Devices	1,461	1,461	- 0		-		1,461			- 1		
TOTAL INFRASTRUCTURE	102,253	30,118	13 350	36,772	25 626	/2 6420	57,861	7,114	10,224	45	26,509	5
	102,253	30,118	13,350	30,772	25,626	(3,613)		7,114	10,224	45	20,509	
Sorrowings to fund the capital program							(8,248)					8,2
	153.565			41,949				9,720				16,6

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### 4.5.3 Works carried forward from the 2020/21 year

			Asset Expe	nditure Types				Funding So	ources	
	Total	New	Renewal	Expansion	Upgrade	Council Cash	Grants	Council Reserves	Developer Contributions	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$1000	\$'000	\$'000	\$'000
Property										
Land	4,000	4,000				4,000				
Land improvements	4,000	4,000				4,000				
Total Land	4,000	4,000				4,000				
Buildings	8,267	1,535		5,188	1,543	8,267				
Heritage Buildings	0,207	1,535	-	5,100	1,543	0,207				
Building improvements		-	-	-	-					
Leasehold improvements	]			-	_					
Total Buildings	8,267	1,535		5,188	1,543	8,267				
Total Property	12,267	5,535		5,188	1,543	12,267				
Total Property	12,207	0,000		3,100	1,545	12,207				
Plant and Equipment	- 1									
Heritage plant and equipment				-						
Plant, machinery and equipment	-	-	-		-		-			
Fixtures, fittings and furniture	-	-	-		-		-	-		
Computers and telecommunications	-			-	-	-				
Library books	-	-	-	-	-	-	-			
Total Plant and Equipment	-	-	-	-	-	-	-	-		
Infrastructure										
Roads	27,042	16,368	2,646	5,670	2,358	27,042	-	-		
Bridges	-	-	-	-	-	-	-	-		
Footpaths and cycleways	60	-	-	-	60	60	-	-		
Drainage	112	112	-	-	-	112	-	-		
Recreational, leisure and community facilities	2,201	1,234	417	-	550	2,201	-	-		
Car Parks	78	78	-	-	-	78	-	-		
Parks, open space and streetscapes	-	-	-	-	-	-	-	-		
Public Art	-	-	-	-	-	-	-	-		
Kerb & Channel	-	-	-	-	-	-	-	-		
Traffic Management Devices	811	130	-	-	681	811	-	-		
Other Infrastructure	2,400	2,400		-	-	2,400	-	-		
Total Infrastructure	32,703	20,321	3,063	5,670	3,649	32,703	-	-		
Total Capital Works Expenditure	44,970	25,857	3,063	10,858	5,193	44,970				

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## 4.6 Summary of Planned Capital Works Expenditure

For the year ended 30 June 2023

2022/23			Asset Exper	nditure Types				Funding	Sources	
	Project Cost \$'000	New \$*000	Renewal	Expansion \$'000	Upgrade \$'000	Council Cash \$'000	Grants \$'000	Council Reserves \$'000	Developer Contributions \$'000	Borrowings \$'000
	\$ 000	<b>\$</b> 000	<b>\$</b> 000	\$ 000	\$ 000	<b>\$ 000</b>	<b>\$</b> 000	<b>\$</b> 000	<b>\$ 000</b>	4 000
Property										
Land	6,448	6,448	-	-	-	6,448	-	-	-	
Land improvements		-	-	-	-	-	-	-	-	
Total Land	6,448	6,448	-	-	-	6,448	-		-	
Buildings	14,999	12,808	1,942	-	249	5,787	1,666	206	7,341	
Heritage Buildings	,	-	-	-		-	-		-	
Building improvements	-			-	-	-				
Leasehold improvements	-	-	-	-	-	-	-		-	
Total Buildings	14,999	12,808	1,942	-	249	5,787	1,666	206	7,341	
Total Property	21,448	19,256	1,942		249	12,235	1,666	206	7,341	
Plant and Equipment										
Heritage plant and equipment	-			-	-	-		-		
Plant, machinery and equipment	-	-	-	-	-	-	-	-	-	
Fixtures, fittings and furniture	133	77	57	-	-	133	-	-	-	
Computers and telecommunications	634	-	-	-	634	634	-	-		
Library books	489	-	489	-	-	466	24		-	
Total Plant and Equipment	1,256	77	546		634	1,233	24	-	-	
Infrastructure										
Roads	61,277	29,948	4,144	9,347	17,838	11,498	6,435	3,234	40,110	
Bridges	6,540	6,398	141	5,547	17,030	234	0,433	3,234	6,306	
Footpaths and cycleways	330	330	141			330			0,300	
Drainage	642	642				642				
Recreational, leisure and community facilities	7,743	322	828	165	6,428	1,602	991		-	5,150
Waste management	.,,,,,	-	-	-	5,120	-,002	-			5,100
Parks, open space and streetscapes	_				_					
Public Art	455	444	11	-	-	383	-	71		
Kerb & Channel	129	-	129	-	-	129	-	-	-	
Traffic Management Devices	309	309		-	-	309				
Other Infrastructure	2,690	605	2,085	-	-	2,085	605		-	
Total Infrastructure	80,114	38,999	7,338	9,512	24,266	17,212	8,031	3,305	46,415	5,150
Total Capital Works Expenditure	102,818	58,332	9,826	9,512	25,149	30,680	9,721	3,511	53,756	5,15

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## 4.6 Summary of Planned Capital Works Expenditure (Cont'd)

For the year ended 30 June 2024

2023/24			Asset Expe	nditure Types				Funding S	ources	
	Project Cost \$*000	New \$'000	Renewal	Expansion \$'000	Upgrade \$'000	Council Cash \$'000	Grants \$'000	Council Reserves \$'000	Developer Contributions \$'000	Borrowings \$'000
	\$ 000	\$ 000	\$ 000	\$ 000	\$ 000	\$ 000	\$ 000	\$ 000	\$ 000	\$ 000
Property										
Land	7,821	7,821	-	-	-	7,821	-	-	-	
Land improvements		-	-	-	-	-	-	-	-	
Total Land	7,821	7,821	-	-	-	7,821	-	-		
Buildings	10,878	7,977	2,492	318	90	4,927	1,478	2,201	2,271	
Heritage Buildings	-	-		-	-	-	-	-	-	
Building improvements	-	-	-	-	-		-	-	-	
Leasehold improvements	-	-	-	-	-	-	-	-	-	
Total Buildings	10,878	7,977	2,492	318	90	4,927	1,478	2,201	2,271	
Total Property	18,698	15,798	2,492	318	90	12,748	1,478	2,201	2,271	
Plant and Equipment										
Heritage plant and equipment	-	-	-	-	-		-	-	-	
Plant, machinery and equipment	-	-	-	-	-		-	-	-	
Fixtures, fittings and furniture	145	81	64	-	-	145	-	-	-	
Computers and telecommunications	675	-	-	-	675	675	-	-	-	
Library books	530	-	530	-	-	506	24		-	
Total Plant and Equipment	1,351	81	594		675	1,327	24	-	-	
Infrastructure										
Roads	52.840	21,518	4.630	19,121	7,571	9,909	6.580	2.680	33,671	
Bridges	586	424	162	13,121	7,571	374	0,000	212	33,071	
Footpaths and cycleways	68	68	102	-		68		212		
Drainage	501	501		_	_	501			_	
Recreational, leisure and community facilities	8,837	290	828	6.412	1,307	7,198	1.639		_	
Waste management	-,	_	-	-,	.,	,	.,550	-	-	
Parks, open space and streetscapes	-	_	-	-	-		-			
Public Art	98	87	12	-		98				
Kerb & Channel	933	-	138	-	796	933	-	-	-	
Traffic Management Devices	720	662	-	-	58	318	-	-	402	
Other Infrastructure	2,879	642	2,238	-	-	2,879	-			
Total Infrastructure	67,464	24,192	8,008	25,533	9,732	22,280	8,219	2,892	34,073	
Total Capital Works Expenditure	87,513	40,071	11,094	25,851	10,497	36,355	9,721	5,093	36,344	

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## 4.6 Summary of Planned Capital Works Expenditure (Cont'd)

For the year ended 30 June 2025

2024/25			Asset Exper	nditure Types				Funding S	ources	
	Project Cost	New	Renewal	Expansion	Upgrade	Council Cash	Grants	Council Reserves	Developer Contributions	Borrowings
	\$1000	\$'000	\$'000	\$'000	\$1000	\$'000	\$'000	\$'000	\$'000	\$'000
Branada										
Property Land	39,078	39,078							39,078	
Land improvements	39,076	39,076		-	-	[			39,076	
-		00.070				-			20.070	
Total Land	39,078	39,078	-	-	-	-	-	-	39,078	
Buildings	76,116	72,054	2,459	1,311	292	18,383	1,176	23,494	33,063	
Heritage Buildings	-	-		-	-	-	-	-	-	
Building improvements	-	-	-	-	-	-	-	-	-	
Leasehold improvements		-	-	-	-	-	-		-	
Total Buildings	76,116	72,054	2,459	1,311	292	18,383	1,176	23,494	33,063	
Total Property	115,194	111,133	2,459	1,311	292	18,383	1,176	23,494	72,142	
Plant and Equipment										
Heritage plant and equipment	-	-		-		-			-	
Plant, machinery and equipment	-	-		-		-			-	
Fixtures, fittings and furniture	174	86	87	-	-	174		-	-	
Computers and telecommunications	720	-		-	720	720			-	
Library books	574		574	-	-	549	25		-	
Total Plant and Equipment	1,467	86	661		720	1,442	25	-	-	
Infrastructure										
Roads	69,538	42,343	4,460	4,561	18,173	13,073	6,831	885	48,750	
Bridges	194	-	194	-	-	194	-	-	-	
Footpaths and cycleways	230	230	-	-	-	230	-	-	-	
Drainage	487	487	-	-	-	487	-	-	-	
Recreational, leisure and community facilities	7,684	5,328	872	-	1,485	972	1,689	-	5,023	
Waste management	-	-	-	-	-	-	-	-	-	
Parks, open space and streetscapes	-	-	-	-	-	-	-	-	-	
Public Art	321	309	12	-	-	321	-	-		
Kerb & Channel	146	-	146	-	-	146	-	-	-	
Traffic Management Devices	333	333	-	-	-	333	-	-	-	
Other Infrastructure	3,185	681	2,505	-	-	3,185				
Total Infrastructure	82,120	49,711	8,190	4,561	19,658	18,943	8,520	885	53,772	
Total Capital Works Expenditure	198,782	160,930	11,310	5,873	20,669	38,768	9,721	24,378	125,914	

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# 5. Financial performance indicators

The following table highlights Council's current and projected performance across a range of key financial performance indicators. These indicators provide a useful analysis of Council's financial position and performance and should be interpreted in the context of the organisation's objectives.

The financial performance indicators below are the prescribed financial performance indicators contained in Part 3 of Schedule 3 of the Local Government (Planning and Reporting) Regulations 2020. Results against these indicators will be reported in Council's Performance Statement included in the Annual Report.

Indicator	Measure	Notes	Actual	Forecast	Budget		Projections		Trend	
		Ň	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Trend Line	+/o/-
Operating position										
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	-1.5%	1.0%	-1.7%	2.2%	6.0%	6.4%		+
Liquidity										
Working Capital	Current assets / current liabilities	2	524.8%	544.3%	562.9%	576.8%	633.9%	497.7%		-
Unrestricted cash	Unrestricted cash / current liabilities	3	153.9%	139.6%	114.2%	157.7%	220.6%	250.1%		+
Obligations										
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	4	10.4%	7.9%	14.6%	10.5%	4.7%	2.8%		+
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue	4	2.9%	2.1%	4.6%	5.5%	4.8%	1.6%		+
Indebtedness	Non-current liabilities / own source revenue	5	14.3%	17.3%	18.7%	13.6%	10.7%	9.3%		+
Asset renewal	Asset renewal and upgrade expense / Asset depreciation	6	86.4%	53.5%	119.0%	68.8%	39.1%	53.7%	$\sqrt{}$	-
Stability										
Rates concentration	Rate revenue / adjusted underlying revenue	7	67.6%	68.3%	70.8%	72.2%	73.8%	74.9%		-
Rates effort	Rate revenue / CIV of rateable properties in the municipality	8	0.0033	0.0034	0.0036	0.0040	0.0043	0.0044		-
Efficiency										
Expenditure level	Total expenses/ no. of property assessments	9	\$2,865	\$2,772	\$2,632	\$2,581	\$2,539	\$2,595		+
Revenue level	Total rate revenue / no. of property assessments	9	\$1,909	\$1,912	\$1,831	\$1,906	\$1,992	\$2,076		

### Key to Forecast Trend:

- + Forecasts improvement in Council's financial performance/financial position indicator
- o Forecasts that Council's financial performance/financial position indicator will be steady
- Forecasts deterioration in Council's financial performance/financial position indicator

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### Notes to indicators

### 1. Adjusted underlying result

Adjusted Underlying Surplus/(Deficit)	Actual 2019/20	Forecast 2020/21	Budget 2021/22	Variance	Change	Budget 2022/23	Budget 2023/24	Budget 2024/25
	\$'000	\$'000	\$'000	\$'000	%	\$'000	\$'000	\$'000
Total Income	455,956	525,745	489,571	(36,173)	-6.9%	513,529	488,713	545,456
Less								
Grants - Capital Non Recurrent	8,659	20,262	9,720	(10,543)	-52.0%	9,720	9,720	9,720
Contributions - monetary	63,127	78,314	96,942	18,628	23.8%	59,404	56,483	48,287
Contributions - non monetary	211,065	220,150	163,601	(56,549)	-25.7%	195,316	153,650	195,414
Net gain on disposal of assets	(10,708)	9,975	12,415	2,440	24.5%	16,274	10,863	14,506
Adjusted Underlying Revenue	183,813	197,043	206,893	9,851	5.0%	232,815	257,998	277,529
Less								
Total Expenses	186,639	195,159	210,482	15,324	7.9%	227,707	242,529	259,847
Adjusted Underlying Surplus (Deficit)	(2,825)	1,884	(3,589)	(5,473)	-290.5%	5,108	15,469	17,683
Indicator: Adjusted Underlying Result	-1.5%	1.0%	-1.7%	-2.7%		2.2%	6.0%	6.4%

Underlying result is an indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. This ratio refers to the operational outcome as assessed in the comprehensive income statement, adjusted for non-operational items such as capital income, contributed monetary and non-monetary assets and non-operational asset sales.

The projected underlying deficit of \$3.589 million in 2021/22 is projected to be a short term occurrence. Council is anticipated to generate modest underlying surpluses going forward.

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### 2. Working Capital

Working Capital	Actual	Forecast	Budget	Variance	Change	Budget	Budget	Budget
	2019/20	2020/21	2021/22			2022/23	2023/24	2024/25
	\$'000	\$'000	\$'000	\$'000	%	\$'000	\$'000	\$'000
Current Assets	311,158	392,512	408,951	16,438	4.2%	452,269	503,731	454,285
Current Liabilities	59,295	72,112	72,654	542	0.8%	78,411	79,471	91,276
Working Capital	251,863	320,401	336,297	15,896	5.0%	373,857	424,260	363,009
Indicator: Working Capital	524.8%	544.3%	562.9%	18.6%	3.4%	576.8%	633.9%	497.7%
less								
- Statutory Reserves	137,546	184,240	245,311	61,071	33.1%	243,208	243,666	140,648
Working Capital (net of Stat. Reserves)	114,317	136,161	90,986	(45,175)	-33.2%	130,650	180,594	222,361
less								
- Discretionary Reserves	96,127	86,822	90,985	4,163	4.8%	119,229	140,491	165,396
Unrestricted Working capital	18,190	49,339		(49,338)	-100.0%	11,421	40,103	56,965

Working capital is a general measure of the organisation's liquidity and its ability to meet its commitments as and when they fall due. A working capital ratio of above 1 (100%) indicates that Council is able to adequately meet all of its short-term expenses. Council's working capital position is strong.

### 3. Unrestricted Cash

Restricted and Unrestricted Cash &	Actual	Forecast	Budget	Variance	Change	Budget	Budget	Budget
Investments								
	2019/20	2020/21	2021/22			2022/23	2023/24	2024/25
	\$'000	\$'000	\$'000	\$'000	%	\$'000	\$'000	\$'000
Total Cash & Investments	251,200	329,872	328,295	(1,577)	-0.5%	366,834	418,984	368,939
Restricted Cash & Investments								
- Statutory Reserves	137,546	184,240	245,311	61,071	33.1%	243,208	243,666	140,648
- Cash to fund carry forward capital works	22,422	44,970	-	(44,970)	-100.0%	-	-	-
Unrestricted Cash and Investment	91,233	100,663	82,984	(17,679)	-17.6%	123,626	175,318	228,291
Current Liabilities	59,295	72,112	72,654	542	0.8%	78,411	79,471	91,276
Indicator: Unrestricted cash	153.9%	139.6%	114.2%	-25.4%		157.7%	220.6%	250.1%

Part of the cash and cash equivalents held by Council are restricted in their application and are not fully available for all Council's operations. The budgeted unrestricted cash statement above indicates Council's unrestricted cash and reserve balances, however a significant proportion of the unrestricted funds are earmarked as funding for the Infrastructure and Strategic Investment Reserve.

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### 4. Debt compared to rates

Loans and borrowings	Actual 2019/20	Forecast 2020/21	Budget 2021/22	Variance	Change	Budget 2022/23	Budget 2023/24	Budget 2024/25
	\$'000	\$'000	\$'000	\$'000	%	\$'000	\$'000	\$'000
Rates and Charges Revenue	124,313	134,585	146,436	11,851	8.8%	168,155	190,302	207,855
Interest bearing loans and borrowings	12,980	10,674	21,329	10,655	99.8%	17,685	8,937	5,872
Indicator: Loans and borrowings compared								
to Rates	10.4%	7.9%	14.6%	6.6%	83.6%	10.5%	4.7%	2.8%
Interest and principal repayments on interest								
bearing loans and borrowings	3,595	2,831	6,690	3,859	136.3%	9,193	9,124	3,266
Indicator: Loans and borrowings								
repayments compared to rates	2.9%	2.1%	4.6%	2.5%	117.2%	5.5%	4.8%	1.6%

These indicators measures the level of Council's total debt as a percentage of rate revenue, and the percentage of rate revenue required to service that debt respectively. The ratios increases moderately in 2021/22 due to the planned borrowing of \$17.201 million. The ratios however are projected drop significantly in 2023/24 due to accelerated repayment of loans and the projected significant increase in rate revenue in 2022/23 and beyond.

### 5. Indebtedness

Indebtedness	Actual	Forecast	Budget	Variance	Change	Budget	Budget	Budget
	2019/20	2020/21	2021/22			2022/23	2023/24	2024/25
	\$'000	\$'000	\$'000	\$'000	%	\$'000	\$'000	\$'000
Non-current liabilities	21,971	27,670	32,665	4,995	18.1%	27,098	24,039	22,432
Adjusted Underlying Revenue	183,813	197,043	206,893	9,851	5.0%	232,815	257,998	277,529
Less								
Grants - operating	30,006	36,972	32,290	(4,682)	-12.7%	33,259	34,340	35,456
Own Source Revenue	153,807	160,071	174,603	14,533	9.1%	199,557	223,658	242,074
Indicator: Indebtedness	14.3%	17.3%	18.7%	1.4%	8.2%	13.6%	10.7%	9.3%

This indicator assesses an Council's ability to pay long term financial obligations (non-current liabilities) from the funds it generates. The higher the percentage, the less able to cover non-current liabilities from the revenues the entity generates itself. Own-sourced revenue is used (rather than total revenue) because it does not include contributions nor capital grants, which are usually tied to specific projects. The indicator for 2021/22 indicates Council's indebtedness is low, and is projected to improve further as own source revenue grows while council repays debt held in 2021/22 over the period to 2024/25.

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### 6. Asset renewal

Asset renewal	Actual	Forecast	Budget	Variance	Change	Budget	Budget	Budget
	2019/20	2020/21	2021/22			2022/23	2023/24	2024/25
	\$'000	\$'000	\$'000	\$'000	%	\$'000	\$'000	\$'000
Asset Renewal & Upgrade Expenditure	33,710	22,556	53,648	31,092	137.8%	34,975	21,591	31,979
Depreciation	38,994	42,122	45,078	2,956	7.0%	50,836	55,185	59,561
Indicator: Asset renewal	86.4%	53.5%	119.0%	65.5%	122.2%	68.8%	39.1%	53.7%

This percentage indicates the extent of Council's renewals against its depreciation charge (an indication of the decline in value of its existing capital assets). A percentage greater than 100 indicates Council is maintaining its existing assets, while a percentage less than 100 means its assets are deteriorating faster than they are being renewed. This would require future capital expenditure to renew assets base to their existing condition. The indicator for 2021/22 indicates Council's renewal expenditure (renewal plus upgrade) is higher than the annual depreciation charge, however the trend drops from 2022/23. While this is a useful indicator it should however be noted that depreciation is an accounting measure and may not always represent asset consumption on an annual basis, hence care should be used in its interpretation. Council also has a significant proportion of its assets constructed recently.

### 7. Rates concentration

Rates concentration	Actual	Forecast	Budget	Variance	Change	Budget	Budget	Budget
	2019/20	2020/21	2021/22			2022/23	2023/24	2024/25
	\$'000	\$'000	\$'000	\$'000	%	\$'000	\$'000	\$'000
Rates and Charges Revenue	124,313	134,585	146,436	11,851	8.8%	168,155	190,302	207,855
Adjusted Underlying Revenue	183,813	197,043	206,893	9,851	5.0%	232,815	257,998	277,529
Indicator: Rates concentration	67.6%	68.3%	70.8%	2.5%	3.6%	72.2%	73.8%	74.9%

Reflects extent of reliance on rate revenues to fund all of Council's on-going services. Trend indicates Council will continue to become reliant on rate revenue compared to all other revenue sources. Council aims to reduce this reliance over the long term with investment in other income generating activities through its Infrastructure and Strategic Investment Reserve.

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### 8. Rates effort

Rates effort	Actual	Forecast	Budget	Variance	Change	Budget	Budget	Budget
	2019/20	2020/21	2021/22			2022/23	2023/24	2024/25
	\$'000	\$'000	\$'000	\$'000	%	\$'000	\$'000	\$'000
Rates and Charges Revenue	124,313	134,585	146,436	11,851	8.8%	168,155	190,302	207,855
CIV of rateable properties in the municipality	37,248,050	39,482,446	40,516,973	1,034,527	2.6%	42,542,821	44,669,963	46,903,461
Indicator: Rates effort	0.00334	0.00341	0.00361	0.00021	6.0%	0.00395	0.00426	0.00443

Rates effort is measured as rate revenue as a percentage of the capital improved value of rateable properties in the municipality.

### 9. Efficiency

Efficiency	Actual 2019/20	Forecast 2020/21	Budget 2021/22			Budget 2022/23	Budget 2023/24	Budget 2024/25
	\$'000	\$'000	\$'000	\$'00		\$'000	\$'000	\$'000
No. of property assessments	65,136	70,399	79,976	9,57	7 13.6%	88,214	95,534	100,124
Total expenses	186,639	195,159	210,482	15,323,70	1 7.9%	227,707	242,529	259,847
Indicator: Expenditure level	\$ 2,865	\$ 2,772	\$ 2,632	\$ (140.35	5) -5.1%	\$ 2,581	\$ 2,539	\$ 2,595
Rates and charges Income	124,313	134,585	146,436	11,851,45	5 8.8%	168,155	190,302	207,855
Indicator: Revenue level	\$ 1,909	\$ 1,912	\$ 1,831	\$ (80.73	3) -4.2%	\$ 1,906	\$ 1,992	\$ 2,076

Reflects extent of reliance on rate revenues to fund all of Council's on-going services. Trend indicates Council will continue to be reliant on rate revenue compared to all other revenue sources. Council aims to reduce this reliance over the long term with investment in other income generating activities through its Infrastructure and Strategic Investment Reserve.

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# MINUTES OF THE AUDIT AND RISK COMMITTEE MEETING

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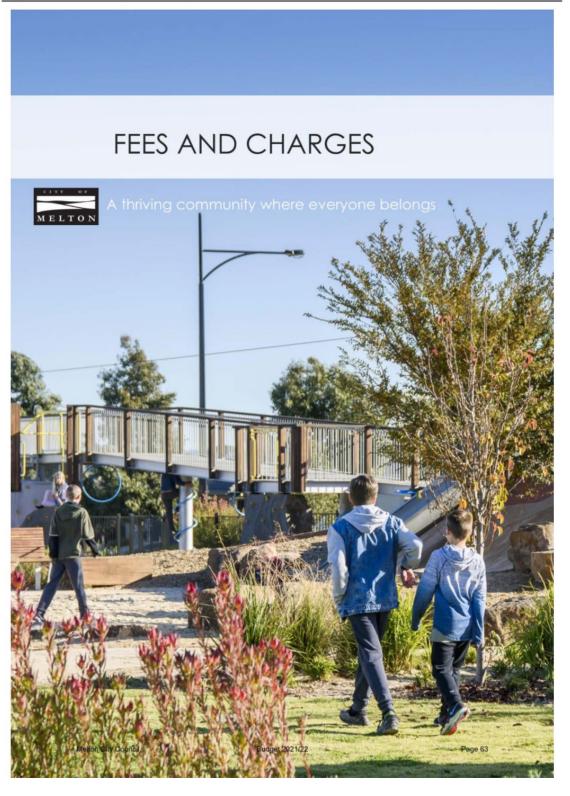
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## 6. Schedule of Fees and Charges

This appendix presents the fees and charges of a statutory/non-statutory nature which will be charged in respect to various goods and services during the financial year 2021/22.

Fees and charges are based on information available at the time of publishing and may vary during the financial year subject to any changes in Council's policy or legislation.

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Year 20/21 Fee Inc GST	Fee Inc GST		Fee Increase / (Decrease)	Unit Measure	Statutory(Y)	GST Status	Fee Description
\$	\$	%	\$		Non Statutory(N)		

# **Corporate Services Management**

## **Risk & Performance**

## **Fire Prevention**

Fire Prevention Notice	Administration Fee for Fire Prevention Cost include any associated Contractor charges	Υ	N	Administration Fee for Fire Prevention Cost includes Contractor charges
------------------------	--	---	---	--

# **Engagement & Advocacy**

# **Cemetery Operations**

Supply of Approved Products	\$175.00	\$175.00	0.00%	\$0.00	Per Product	Υ	N -

# Right of Interment

Agonas Standard Rose Memorial (Double)	\$2,005.00	\$2,030.00	1.25%	\$25.00	Per Unit	N	N	Cremation - Memorials
Agonas Tree Memorial (Multiple)	\$1,550.00	\$1,570.00	1.29%	\$20.00	Per Unit	Y	N	Burials - Graves
Garden Memorial (Bluestone/Beam edge)	\$545.00	\$550.00	0.92%	\$5.00	Per Unit	Y	N	Cremation - Memorials
Garden Memorial (Rock/Boulder)	\$605.00	\$615.00	1.65%	\$10.00	Per Unit	Y	N	Cremation - Memorials
Lawn Beam (Plaque/Headstone)	\$1,495.00	\$1,515.00	1.34%	\$20.00		Υ	N	-
Lawn Beam Child (1– 5 years)	\$800.00	\$810.00	1.25%	\$10.00	Per Unit	Y	N	Burials - Graves
Lawn Beam Child (6-10 years)	\$875.00	\$885.00	1.14%	\$10.00	Per Unit	Y	N	Burial -Graves
Lawn Beam -Stillborn	\$545.00	\$550.00	0.92%	\$5.00	Per Unit	Υ	N	Burials - Graves

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Fee Name	Year 20/21 Fee Inc GST	Fee Inc GST	Year 21/22 Fee Increase / (Decrease)	Fee Increase / (Decrease)	Unit Measure		GST Status	Fee Description
	\$	\$	%	\$		Non Statutory(N)		
Right of Interment [continued]								
Manchurian Pear Trees	\$1,035.00	\$1,050.00	1.45%	\$15.00		Υ	N	Cremation - Memorials
Monumental	\$1,550.00	\$1,570.00	1.29%	\$20.00	Per Unit	Y	N	-
Niche Wall (Single)	\$515.00	\$520.00	0.97%	\$5.00	Per Unit	Υ	N	Cremation - Memorials
Pre Need – Lawn Beam – Plaque/Headstone Section	\$1,610.00	\$1,630.00	1.24%	\$20.00		Υ	Ν	
Pre Need- Monumental	\$1,730.00	\$1,750.00	1.16%	\$20.00		Υ	N	-
Red and White Rose Gardens	\$2,805.00	\$2,840.00	1.25%	\$35.00		Y	N	
Rose Garden/Garden Beds (Double)	\$1,035.00	\$1,050.00	1.45%	\$15.00	Per Unit	Υ	N	Cremation - Memorials
Rose Garden/Garden Beds (Single)	\$545.00	\$550.00	0.92%	\$5.00	Per Unit	Y	N	Cremation - Memorials
nterment Additional Inscription	\$70.00	\$70.00	0.00%	\$0.00		Υ	N	
Additional Operating Hours for Actvity	\$155.00	\$155.00	0.00%	\$0.00		Y	N	-
Cancellation of Order to Dig Grave	\$265.00	\$270.00	1.89%	65.00				
Copy of Certificate of Right of Interment				\$5.00	Per Unit	Y	N	-
Copy of Certificate of Right of Interment	\$35.00	\$35.00	0.00%	\$0.00	Per Unit Per Cerificate	Y	N	•
	\$35.00 \$35.00	\$35.00 \$35.00	0.00%	(\$000000	Per	- 5	100	- Per hour or Part There O
Record Search Fee		1.4.0.000.00		\$0.00	Per Cerificate	Y	N	Per hour or Part There O
Record Search Fee Sand or Special Material for Backfilling	\$35.00	\$35.00	0.00%	\$0.00 \$0.00	Per Cerificate Per Hour	Y	N N	Per hour or Part There O
Record Search Fee Sand or Special Material for Backfilling Sinking Grave 1.8m deep (Single) / 2.2m (Double)	\$35.00 \$220.00	\$35.00 \$225.00	0.00%	\$0.00 \$0.00 \$5.00	Per Cerificate Per Hour Per Request	Y Y Y	N N N	
Record Search Fee Sand or Special Material for Backfilling Sinking Grave 1.8m deep (Single) / 2.2m (Double) Sinking Grave 2.2m (Double) Section 15 Only	\$35.00 \$220.00 \$1,335.00	\$35.00 \$225.00 \$1,350.00	0.00% 2.27% 1.12%	\$0.00 \$0.00 \$5.00 \$15.00	Per Cerificate Per Hour Per Request Per Unit	Y Y Y	N N N Y	·
Record Search Fee Sand or Special Material for Backfilling Sinking Grave 1.8m deep (Single) / 2.2m (Double) Sinking Grave 2.2m (Double) Section 15 Only Sinking Grave 1.8m (Single) Section 15 Only	\$35.00 \$220.00 \$1,335.00 \$1,650.00	\$35.00 \$225.00 \$1,350.00 \$1,670.00	0.00% 2.27% 1.12% 1.21%	\$0.00 \$0.00 \$5.00 \$15.00 \$20.00	Per Cerificate Per Hour Per Request Per Unit Per Unit	Y Y Y Y	N N N Y	·
Record Search Fee Sand or Special Material for Backfilling Sinking Grave 1.8m deep (Single) / 2.2m (Double) Sinking Grave 2.2m (Double) Section 15 Only Sinking Grave 1.8m (Single) Section 15 Only Sinking Grave 2.7m deep (Triple)	\$35.00 \$220.00 \$1,335.00 \$1,650.00 \$1,490.00	\$35.00 \$225.00 \$1,350.00 \$1,670.00 \$1,510.00	0.00% 2.27% 1.12% 1.21% 1.34%	\$0.00 \$0.00 \$5.00 \$15.00 \$20.00	Per Cerificate Per Hour Per Request Per Unit Per Unit	Y Y Y Y Y	N N N Y Y	•
Record Search Fee Sand or Special Material for Backfilling Sinking Grave 1.8m deep (Single) / 2.2m (Double) Sinking Grave 2.2m (Double) Section 15 Only Sinking Grave 1.8m (Single) Section 15 Only Sinking Grave 2.7m deep (Triple) Stillborn Child (1-5yrs)	\$35.00 \$220.00 \$1,335.00 \$1,650.00 \$1,490.00 \$1,640.00	\$35.00 \$225.00 \$1,350.00 \$1,670.00 \$1,510.00	0.00% 2.27% 1.12% 1.21% 1.34% 1.22%	\$0.00 \$0.00 \$5.00 \$15.00 \$20.00 \$20.00	Per Cerificate Per Hour Per Request Per Unit Per Unit Per Unit	Y Y Y Y Y Y Y Y	N N N Y Y	•

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Fee Name	Year 20/21 Fee Inc GST	Fee Inc GST		Fee Increase /	Unit Measure	Statutory(Y)	GST Status	Fee Description	on
	\$	\$	(Decrease)	(Decrease)	Measure	Non Statutory(N)	Status		
				* 1	7	Statutory(iv)			
nterment [continued]									
Additional – Oversize Casket/Coffin (greater than 650mm wide or 2050mm long)	\$250.00	\$255.00	2.00%	\$5.00	Per Unit	Y	Y	-	
Additional – Inaccessible grave (Full or partial hand digging required)	\$640.00	\$650.00	1.56%	\$10.00	Per Unit	Y	Υ	-	
Reopen (Plaque/Headstone Section)	\$1,335.00	\$1,350.00	1.12%	\$15.00	Per Unit	Y	Υ	(#)	
Reopen (Monumental – no cover)	\$1,335.00	\$1,350.00	1.12%	\$15.00	Per Unit	Y	Υ	*	
Reopen (Monumental – chip top)	\$1,580.00	\$1,600.00	1.27%	\$20.00	Per Unit	Υ	Υ	÷	
Reopen (Monumental – ledger)	\$2,140.00	\$2,170.00	1.40%	\$30.00	Per Unit	Y	Υ	*	
Additional – Removal of ledger/monument	\$505.00	\$510.00	0.99%	\$5.00	Per Unit	Y	Υ		
Services outside prescribed hours 10.00am to 4.00pm Monday to Friday	\$345.00	\$350.00	1.45%	\$5.00	Per Unit	Υ	N	-	
Services on Saturday, Sunday & Public Holidays	\$655.00	\$675.00	3.05%	\$20.00	Per Unit	Y	N	::	
Cremated remains into a grave site	\$225.50	\$230.00	2.00%	\$4.50	Per Unit	Y	Υ		
Cremated remains into a garden memorial	\$225.00	\$230.00	2.22%	\$5.00	Per Unit	Y	Υ		
Cremated remains into a wall memorial	\$135.00	\$135.00	0.00%	\$0.00	Per Unit	Y	Υ	-	
Cremated Remains – Scattering of Cremated Remains	\$210.00	\$215.00	2.38%	\$5.00	Per Unit	Y	Υ	0.T.	
Exhumation Fee (as authorised)	\$4,805.00	\$4,865.00	1.25%	\$60.00	Per Unit	Y	Υ		
Lift & Reposition	\$3,215.00	\$3,255.00	1.24%	\$40.00	Per Unit	N	Υ		
Removal of ashes (Niche Wall)	\$90.00	\$90.00	0.00%	\$0.00	Per Unit	N	Y		
Attendance for Ashes Interment	\$165.00	\$165.00	0.00%	\$0.00	Per Unit	Y	Υ	(4)	
AND THE STATE OF T	\$110.00	\$110.00	0.00%	\$0.00	Per Unit	N	N		
Niche Wall (ashes only) Wall Bud Vase – screwed connection	The second second second second	\$265.00	1.92%	\$5.00	Per Unit	N	Y		

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Item 6.7 Melton City Council Budget 2021/2022 Appendix 1 Melton City Council Budget 2021/2022

Fee Name	Year 20/21 Fee Inc GST	Fee Inc GST	Year 21/22 Fee Increase / (Decrease)	Fee Increase / (Decrease)	Unit Measure	Statutory(Y)	GST Status	Fee Description
	\$	\$	%	\$		Non Statutory(N)		
Memorial [continued]								
Additional Inspection for Monument	\$44.00	\$44.00	0.00%	\$0.00	Per Permit	Y	N	Application for Second and for each additional inspection for Monument Completion Certificate
Affixing Bronze and or Granite Panel – Above Ground Cremation	\$44.00	\$44.00	0.00%	\$0.00	952	Y	N	Other Base by External Supplier Excludes \$145 for concretest/spacing block
Base by Cemetery	\$105.00	\$105.00	0.00%	\$0.00	Per Permit	Y	N	Affixing Bronze Externally Supplied Plaque and or Granite Panel Affixing or installation or placement fee
Base by Cemetery	\$105.00	\$105.00	0.00%	\$0.00	Per Permit	Y	N	Affixing Bronze Externally Supplied Plaque and or Granite Panel Supply of concrete rest, spacing block or other necessary base
Cemetery Trust Records – Search	\$35.00	\$35.00	0.00%	\$0.00	Per Item	Y	N	Fee charged to cover cos associated with providing the information, copies or extracts fro, cemetery trus records
Copy or Reissue of Certificate previously issued	\$35.00	\$35.00	0.00%	\$0.00	Per Copy	Υ	N	Cremation or Interment Deed, Right of Interment
Crypt Shutters	\$105.00	\$105.00	0.00%	\$0.00	Per Crypt	Υ	N	-
In Ground Cremation	\$105.00	\$105.00	0.00%	\$0.00	Per Permit	Y	N	Affixing Bronze And Or Granite Panel or Other Base by External Supplier Excludes \$145 for concret rest/spacing block

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# MINUTES OF THE AUDIT AND RISK COMMITTEE MEETING

Item 6.7 Melton City Council Budget 2021/2022 Appendix 1 Melton City Council Budget 2021/2022

Fee Name	Year 20/21 Fee Inc GST	Fee Inc GST	Year 21/22 Fee Increase / (Decrease)	Fee Increase / (Decrease)	Unit Measure	Statutory(Y)	GST Status	Fee Description
	\$	\$	%	\$		Non Statutory(N)		
Memorial [continued]								
Lawn Grave or Lawn Beam	\$44.00	\$44.00	0.00%	\$0.00	Per Permit	Y	N	Affixing Bronze and or Graniute Panel or Other Base by External Supplier Excludes \$145 for concrete rest/spacing block
Major Renovation Work – Additonal	\$44.00	\$44.00	0.00%	\$0.00	Per Permit	Y	N	Each additional contiguous grave forming the same monument
Major Renovation Work – Single Grave	\$165.00	\$165.00	0.00%	\$0.00	Per Permit	Υ	N	(*)
Memorialisation – Vase	\$110.00	\$110.00	0.00%	\$0.00	Per Unit	Υ	N	-
New Headstone and Base with Existing Foundation – Addtional	\$44.00	\$44.00	0.00%	\$0.00	Per Permit	Y	N	Each additional contigous grave forming the same monument
New Headstone and Base with Existing Foundation – Single Grave	\$150.00	\$155.00	3.33%	\$5.00	Per Permit	Υ	N	-
New Headstone and Base without Existing Foundation – Additional	\$44.00	\$44.00	0.00%	\$0.00	Per Permit	Y	N	Each additional contigous grave forming the same monument
New Headstone and Base without Existing Foundation – Single Grave	\$165.00	\$165.00	0.00%	\$0.00	Per Permit	Υ	N	¥
New Monument with Existing Foundation – Additional	\$55.00	\$55.00	0.00%	\$0.00	Per Permit	Y	N	Each Monument with Existing Foundation
New Monument with Existing Foundation -Single Grave	\$190.00	\$190.00	0.00%	\$0.00	Per Permit	Υ	N	•
New Monument without Existing Foundation – Additional	\$70.00	\$70.00	0.00%	\$0.00	Per Permit	Y	N	Each additional contigous grave forming the same monument
New Monument without Existing Foundation -Single Grave	\$210.00	\$215.00	2.38%	\$5.00	Per Permit	Υ	N	-
Weekend or Public Holiday Access	\$120.00	\$120.00	0.00%	\$0.00	Per Permit	Υ	N	For memorial installation with prior approval
Weekend or Public Holiday Access +4 hours	\$230.00	\$235.00	2.17%	\$5.00	Per Permit	Υ	N	For Memorial Installation with Prior Approval

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MEETING OF COUNCIL 30 AUGUST 2021

Item 12.2 Audit and Risk Committee Minutes for Meeting held on 4 August 2021 Appendix 1 Audit and Risk Committee Minutes for Meeting held on 4 August 2021

# MINUTES OF THE AUDIT AND RISK COMMITTEE MEETING

4 AUGUST 2021

Item 6.7 Melton City Council Budget 2021/2022 Appendix 1 Melton City Council Budget 2021/2022

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	Year 20/21		Year 21/22 Fee	Fee				
Fee Name	Fee Inc GST	Fee Inc GST		Increase / (Decrease)	Unit Measure	Statutory(Y) /	GST Status	Fee Description
	\$	\$	%	\$		Non Statutory(N)		
Festival & Events								
Events								
Event Vendor Fees								
Event Vendor Fees Djerriwarrh Festival	\$400.00	\$400.00	0.00%	\$0.00	Per Event	N	Υ	Vendor Fee
Event Vendor Fees Carols by Candlelight	\$300.00	\$300.00	0.00%	\$0.00	Per Event	N	Υ	Vendor Fee
Market Stall Fee  Market Stall Fee	\$70.00	\$70.00	0.00%	\$0.00	Per Stall	N	Y	3m by 3m
Finance								
Rates								
Rates Information								
Copy of Previous Years Rates & Valuation Notice	\$15.45	\$15.68	1.49%	\$0.23	Per request	N	N	
Interest on outstanding rates		Penalty interes	t rate approve	ed by Minister	Per request	N	N	As set by Attorney General
Land Information								
Land Information Certificates	Land	Information Cer Governmen	rtificates - As at (General) Reg	per the Local gulations 2015	Per Certificate	N	N	-
Land Information certificates same day service (in additional to statutory fee)	\$45.00	\$45.00	0.00%	\$0.00	Per Certificate	N	N	

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Item 12.2 Audit and Risk Committee Minutes for Meeting held on 4 August 2021 Appendix 1 Audit and Risk Committee Minutes for Meeting held on 4 August 2021

## MINUTES OF THE AUDIT AND RISK COMMITTEE MEETING

4 August 2021

Item 6.7 Melton City Council Budget 2021/2022 Appendix 1 Melton City Council Budget 2021/2022

Fee Name	Year 20/21 Fee Inc GST	Fee Inc GST	(Decrease)	Fee Increase / (Decrease)	Unit Measure	Statutory(Y) / Non	GST Status	Fee Description
	\$	\$	%	\$		Statutory(N)		
Land Information [continued]								
Rate History Search	\$51.50	\$51.50	0.00%	\$0.00	Per hour	N	N	-
Supplementary Valuations								
Supplementary Valuations City West Water	\$28.00	\$28.45	1.61%	\$0.45	Per Request	N	Υ	-
Administration								
Other								
Dishonoured Payment (Cheque, Direct debits) – Administration fee	\$15.00	\$15.00	0.00%	\$0.00	Per Dishonour	N	N	
Water charges from stand pipe	\$5.40	\$5.40	0.00%	\$0.00	Per Kilo Litre	N	N	

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## MINUTES OF THE AUDIT AND RISK COMMITTEE MEETING

4 August 2021

Item 6.7 Melton City Council Budget 2021/2022 Appendix 1 Melton City Council Budget 2021/2022

Year 20/21 Fee Inc GST	Fee Inc GST		Fee Increase / (Decrease)	Unit Measure	Statutory(Y)	GST Status	Fee Description
\$	\$	%	\$		Non Statutory(N)		

## **Planning & Development Management**

### City Design Strategy & Environment

### **Planning Scheme Amendments**

Planning Scheme Amendment – Stage 1	\$3,050.90	\$3,050.90	0.00%	\$0.00	(206 fee units)	Y	N	For a) Considering a request to amend a planning scheme and b) Taking Action required by Division 1 of Part 3 of the Act and c) Considering any submissions which do not seek a change to the amendment and d) If applicable, abandoning the amendment
Planning Scheme Amendment– Stage 2A up to (and including) 10 Submissions	\$15,121.0 0	\$15,121.00	0.00%	\$0.00	(1021 fee units); or	Y	N	For considering up to (and including) 10 submissions which seek to change an amendment and where necessary referring the submissions to a panel
Planning Scheme Amendment – Stage 2A – Between 11 (and including) 20 Submissions	\$30,212.4 0	\$30,212.40	0.00%	\$0.00	(2040 fee units)	Y	N	For considering 11 (and including) 20 submissions which seek to change an amendment and where necessary referring the submission to the panel.
Planning Scheme Amendment – Stage 2A Exceeding 20 Submissions	\$40,386.9 0	\$40,386.90	0.00%	\$0.00	(2727 fee units)	Υ	N	For considering Submissions that exceed 20 submissions which include:

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4 August 2021

Item 6.7 Melton City Council Budget 2021/2022 Appendix 1 Melton City Council Budget 2021/2022

Fee Name  Fee Inc GST Increase /	Description
\$ \$ % \$ Non Statutory(N)	

## Planning Scheme Amendments [continued]

Planning Scheme Amendment – Stage 2A Exceeding 20 Submissions	\$40,386.9	\$40,386.90	0.00%	\$0.00	(2727 fee units)	Y	N	For considering Submissions that exceed 20 submissions which include: a) Seek to change an amendment and where necessary referring the submissions to a panel b) Providing assistance to a panel in accordance with Section 158 of Act c) Making a submission to a panel under Part 8 of the Act at a hearing referred to in Section 24 (b) of the Act d) After considering submissions and the panel's report, abandoning the amendment
Planning Scheme Amendment – Stage 3	\$481.30	\$481.30	0.00%	\$0.00	(32.5 fee units) if the Minister is not the planning authority or nil fee if the Minister is the planning authority	Y	N	For: a) Adopting the amendment or part of the amendment, in accordance with Section 29 of the Act b) Submitting the amendment for approval by the Minister in Accordance with Section 31 of the Act c) Giving Notice of the approval of the amendment required by section 36 (2) of the Act
Planning Scheme Amendment – Stage 4	\$481.30	\$481.30	0.00%	\$0.00	(32.5 fee units) if the Minister is	Y	N	Paid to the Minister for: a) Consideration by the Minister of a request to

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Fee Name	Year 20/21 Fee Inc GST	Fee Inc GST		Fee Increase /	Unit Measure	Statutory(Y)	GST Status	Fee Description
	\$	\$	(Decrease) %	(Decrease) \$	measare	Non Statutory(N)	Otatas	
Planning Scheme Amendments [continued	]							
Planning Scheme Amendment – Stage 4	\$481.30	\$481.30	0.00%	\$0.00	not the planning authority or nil fee if the Minister is the planning authority – This Fee is paid to the Minister	Y	N	approve the amendment in accordance if Section 35 of the Act b) Giving Notice of approval of the amendment in accordance with section (36)1 of the act
Planning Scheme Amendment – Minister Request – Section 20A	\$962.70	\$962.70	0.00%	\$0.00	Per Application	Y	N	Fee for requesting the Minister to prepare an amendment to a planning scheme exempted from certain requirements prescribed under section 20A of the Act
Planning Scheme Amendment – Minister Request – Section 20(4)	\$3,998.70	\$3,998.70	0.00%	\$0.00	Per Application	Y	N	Fee for requesting the Minister to prepare an amendment to a planning scheme exempted from the requirements referred to in section 20(4) of the Act
Landscaping								
Fee charged to check the Landscape Plan	Land	scape Plan ch	eck at 0.75%	value of work	Per Cost Of Works	Υ	N	-
Fee charged to supervise Landscape Works	Landscap	e Construction		pased on 2.5 value of work	Per Cost of works	Υ	N	-

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# MINUTES OF THE AUDIT AND RISK COMMITTEE MEETING

4 AUGUST 2021

Y Upgrade or Downgrade of

Item 6.7 Melton City Council Budget 2021/2022 Appendix 1 Melton City Council Budget 2021/2022

Year 20/21 Fee Inc GST	Fee Inc GST		Fee Increase / (Decrease)	Unit Measure	Statutory(Y)	GST Status	Fee Description
\$	\$	%	\$		Non Statutory(N)		

#### **Operations**

#### **Asset Protection**

Asset Protection Permits	\$160.00	\$162.50	1.56%	\$2.50	Per Permit	N	Υ	-
Work Within Road Reserve Permit					No of fee units	Y	N	Statutory Fee Units as Per the Road Management Act. Fee unit set by state.
Sect 60(3) Ind. Construct or change the means of entry to or exit from a controlled access road without authority (Individual)			10	Penalty Units	No of Statutory Fee units	Υ	N	Statutory Penalty Units

#### **Waste Services**

Bin Retrieval, Delivery or Exchange Fee

#### Bins

•					Attendance			Bin
Recycling Facility								
Bicycle Tyre - Non Resident	\$10.00	\$10.00	0.00%	\$0.00		N	Y	Bicycle Tyre - Non Resident
Bicycle Tyre – Resident	\$6.00	\$6.00	0.00%	\$0.00		N	Υ	Bicycle Tyre - Resident
Car/Motorbike Tyre – Non Resident	\$15.00	\$15.00	0.00%	\$0.00	Per Tyre	N	Υ	Car/Motorbike Tyre - Non Resident
Clean Inert Materials (clean loads of either brick, concrete or tiles)  – Non Resident (m3 rate, loads up to 1 tonne)	\$75.00	\$75.00	0.00%	\$0.00	Per Cubic Metre ( Up to 1 tonne)	N	Y	Clean Inert Material - Non Resident - Up to 1 tonne (Bricks, Concrete or Tiles)
Clean Inert Materials (clean loads of either brick, concrete or tiles) – Non Resident (per tonne rate, loads over 3m3)	\$187.50	\$187.50	0.00%	\$0.00		N	Y	Clean Inert Material - Non Resident - Per Tonne - (Bricks, Concrete or Tiles)

0.00%

\$0.00 Per

\$45.00 \$45.00

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# MINUTES OF THE AUDIT AND RISK COMMITTEE MEETING

4 AUGUST 2021

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	Year 20/21 Fee Inc GST \$	Year 21/22 Fee Increase / (Decrease) %	Eas	Unit Measure	Statutory(Y) / Non Statutory(N)	GST Status	Fee Description
Recycling Facility [continued]							

Clean Inert Materials (clean loads of either brick, concrete or tiles) - Resident (m3 rate, loads up to 1 tonne)	\$60.00	\$60.00	0.00%	\$0.00	Per Cubic Metre ( Up to 1 tonne)	N	Y	Clean Inert Materials - Resident - Up to 1 Tonne This includes loads of brick, concrete or tiles
Clean Inert Materials (clean loads of either brick, concrete or tiles) - Resident (per tonne rate, loads over 3m3)	\$150.00	\$150.00	0.00%	\$0.00	Per Tonne (Over 3m3)	N	Υ	Clean Inert Material - Resident - Per Tonne - (Bricks, Concrete or Tiles)
Fridges & Air Conditioners – Non Resident	\$25.00	\$25.00	0.00%	\$0.00	Per Item	N	Υ	Fridges & Air Conditioners - Non Resident
Gas Bottles – (up to 9kgs, excludes car gas bottles) – Non Resident	\$10.00	\$10.00	0.00%	\$0.00		N	Y	Gas Bottles - (up to 9kgs, not car gas bottles - Non Resident
Green Waste – Non Resident – Station Wagon or Equivalent	\$25.00	\$25.00	0.00%	\$0.00		N	Y	Mixed Waste - Resident - Station Wagon or Equivalent
Green Waste – Non Resident (m3 rate, loads up to 1 tonne)	\$75.00	\$75.00	0.00%	\$0.00	Per Cubic Metre ( Up to 1 tonne)	N	Υ	Green Waste - Non Resident - Up to 1 tonne
Green Waste – Non Resident (Min Charge / Boot Load / Up to 0.25m3)	\$12.50	\$12.50	0.00%	\$0.00	Up to .25m Metre Cubed	N	Y	Mixed Waste - Resident - Station Wagon or Equivalent
Green Waste - Non Resident (per tonne rate, loads over 3m3)	\$190.00	\$190.00	0.00%	\$0.00		N	Υ	Green Waste - Non Resident Rate - Per Tonne
Green Waste - Resident - Station Wagon or Equivalent	\$20.00	\$20.00	0.00%	\$0.00	Per Load	N	Y	Mixed Waste - Resident - Station Wagon or Equivalent
Green Waste - Resident (m3 rate, loads up to 1 tonne)	\$60.00	\$60.00	0.00%	\$0.00	Per Cubic Metre ( Up to 1 tonne)	N	Y	Green Waste - Resident - Up to 1 tonne
Green Waste - Resident (Min Charge / Boot Load / Up to 0.25m3)	\$10.00	\$10.00	0.00%	\$0.00	Up to 0.25 Metres Cubed	N	Y	Mixed Waste - Resident - Station Wagon or Equivalent

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Fee Name	Year 20/21 Fee Inc GST	Fee Inc GST	Year 21/22 Fee Increase / (Decrease)	Fee Increase / (Decrease)	Unit Measure	Statutory(Y)	GST Status	Fee Description
	\$	\$	%	\$		Non Statutory(N)		
Recycling Facility [continued]								
Green Waste - Resident (per tonne rate, loads over 3m3)	\$150.00	\$150.00	0.00%	\$0.00		N	Υ	Green Waste - Resident Per Tonne
Hard Waste Collection (per collection rate, loads up to 3m3)	\$40.00	\$40.00	0.00%	\$0.00	Per Load	N	N	-
Large E Waste Item – Non Resident	\$10.00	\$10.00	0.00%	\$0.00		N	Υ	Large - E Waste Item
Light Truck & 4WD Tyre – Non Resident	\$20.00	\$20.00	0.00%	\$0.00	Per Tyre	N	Y	Light Truck & 4WD Tyre Non Resident
Mattresses/ Base – Non Resident	\$35.00	\$35.00	0.00%	\$0.00	Per Mattress	N	Υ	Mattresses/ Base - Non Resident
Medium E- Waste Item - Non Resident	\$5.00	\$5.00	0.00%	\$0.00		N	Y	Medium E- Waste Item Non Resident
Mixed Inert Material or Soil – Non Resident (m3 rate, loads up to 1 tonne)	\$115.00	\$115.00	0.00%	\$0.00	Per Cubic Metre ( Up to 1 tonne)	N	Υ	Mixed Inert Material Or - Non Resident - Up to 1 Tonne
Mixed Inert Material or Soil – Non Resident (per tonne rate, loads over 3m3)	\$290.00	\$290.00	0.00%	\$0.00		N	Y	Mixed Inert Material or S - Non Resident - Per To
Mixed Inert Material or Soil – Resident (m3 rate, loads up to 1 tonne)	\$100.00	\$100.00	0.00%	\$0.00	Per Cubic Metre	N	Υ	Mixed Inert Material Or - Resident - Up to 1 tons
Mixed Inert Material or Soil – Resident (per tonne rate, loads over 3m3)	\$250.00	\$250.00	0.00%	\$0.00	Per Tonne	N	Υ	Mixed Inert Material or S - Resident - Per Tonne
Mixed Waste – Non Resident (m3 rate, loads up to 1 tonne)	\$85.00	\$85.00	0.00%	\$0.00	Per Cubic Metre	N	Υ	Mixed Waste - Resident Station Wagon or Equivalent
Mixed Waste – Non Resident (Min Charge / Boot Load / Up to 0.25m3)	\$25.00	\$25.00	0.00%	\$0.00	Up to .25 Metres Squared	N	Υ	Mixed Waste - Resident Station Wagon or Equivalent
Mixed Waste – Non Resident (per tonne rate, loads over 3m3)	\$215.00	\$215.00	0.00%	\$0.00		N	Υ	Mixed Waste - Resident Station Wagon or Equivalent
Mixed Waste – Resident (m3 rate, loads up to 1 tonne)	\$70.00	\$70.00	0.00%	\$0.00	Per Cubic Metre	N	Υ	Mixed Waste - Resident Station Wagon or

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Item 6.7 Melton City Council Budget 2021/2022 Appendix 1 Melton City Council Budget 2021/2022

Fee Name	Year 20/21 Fee Inc GST	Fee Inc GST	Year 21/22 Fee Increase / (Decrease)	Fee Increase / (Decrease)	Unit Measure	Statutory(Y)	GST Status	Fee Description
	\$	\$	\$ %	\$		Non Statutory(N)		
Recycling Facility [continued]								
Mixed Waste – Resident (Min Charge / Boot Load / Up to 0.25m3)	\$17.50	\$17.50	0.00%	\$0.00		N	Y	Mixed Waste - Resident - Station Wagon or Equivalent
Mixed Waste - Resident (per tonne rate, loads over 3m3)	\$175.00	\$175.00	0.00%	\$0.00	Per Tonne (Over 3m3)	N	Υ	Mixed Waste - Resident - Station Wagon or Equivalent
Mixed Waste – Resident (Station Wagon or Equivalent)	\$25.00	\$25.00	0.00%	\$0.00		N	N	Mixed Waste - Resident - Station Wagon or Equivalent This fee applies to customers who do not reside in the City of Melton
Non Drum Muster Approved Drums – Non Resident	\$3.00	\$3.00	0.00%	\$0.00		N	Υ	Non Drum Muster Approved Drums - Non Resident
Non Drum Muster Approved Drums – Resident	\$3.00	\$3.00	0.00%	\$0.00		N	Υ	Non Drum Muster Approved Drums - Reside
Other Tyres – Non Resident		Tyres - Not Bic tyres, Truck T	yres up to 110		Per Tyre	N	N	Other Tyres - Non Reside
Other Tyres – Resident		yres - Not bicyc or Truck Tyres			Per Tyre	N	N	Other Tyres - Resident
Rims – Non Resident	\$5.00	\$5.00	0.00%	\$0.00	Per Rim	N	Υ	Rims - Non Resident
Rims - Resident	\$2.00	\$2.00	0.00%	\$0.00	Per Rim	N	N	•
Small E- Waste Item - Non Resident	\$2.00	\$2.00	0.00%	\$0.00		N	Υ	Small E- Waste Item - Nor Resident
Truck Tyre up to 1100mm – Non Resident	\$35.00	\$35.00	0.00%	\$0.00		N	Υ	Truck Tyre up to 1100mm Non Resident
Truck Tyres (up to 1100mm) – Resident	\$30.00	\$30.00	0.00%	\$0.00	Per Tyre	N	N	
Car/Motorbike Tyres – Resident	\$10.00	\$10.00	0.00%	\$0.00	Per Tyre	N	N	\$ 2.00 surcharge if tyre is still on rim.

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## MINUTES OF THE AUDIT AND RISK COMMITTEE MEETING

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Year 20/21 Fee Inc GST	5	Year 21/22 Fee Increase / (Decrease)	Fee Increase / (Decrease)	Unit Measure	Statutory(Y)	GST Status	Fee Description
\$	\$	%	\$		Non Statutory(N)		

#### Recycling Facility [continued]

Light truck/ 4 Wheel Drive Tyres – Resident	\$15.00	\$15.00	0.00%	\$0.00	Per Tyre	N	N	\$ 2.00 surcharge if tyre is still on rim.
Mattresses / Base - Resident	\$30.00	\$30.00	0.00%	\$0.00	Per Piece	N	Υ	
Mixed Waste - Non-Resident (Station Wagon or Equivalent)	\$40.00	\$40.00	0.00%	\$0.00	Per Load	N	Ν	

### **Engineering**

### Infrastructure Planning

#### Civil

Engineering Civil Construction Supervision	2.5% Value of Work	Per Item	Y	N	Engineering Civil Construction Supervision 10% of Cost of Lights, Supply and Installation.
Engineering Civil Plan Checking	0.75% Value of Work		Υ	N	
Non Standard Public Lighting	10% of Costs of Lights - Supply & Installation		N	N	-

#### **Works Within Road Reserve**

Municipal Road Above 50 km/h – Nature Non Minor Works	\$349.00	\$355.00	1.72%	\$6.00	Per Works	Y	N	Municipal Road Speed Limit above 50 km/hr - Works Other than Minor Work. Work conducted on a nature strip or reserve (Soil/Seeded Area)
Municipal Road Above 50km/h - Nature Minor Works	\$89.00	\$90.50	1.69%	\$1.50	Per Works	Υ	Ν	

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# MINUTES OF THE AUDIT AND RISK COMMITTEE MEETING

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Item 6.7 Melton City Council Budget 2021/2022 Appendix 1 Melton City Council Budget 2021/2022

Fee Name	Year 20/21 Fee Inc GST	Fee Inc GST	Year 21/22 Fee Increase / (Decrease)	Fee Increase / (Decrease)	Unit Measure	Statutory(Y) / Non	GST Status	Fee Description
	•	•	70	•		Statutory(N)		
Works Within Road Reserve [continued]								
Municipal Road Above 50km/h – Nature Minor Works	\$89.00	\$90.50	1.69%	\$1.50	Per Works	Y	N	Municipal Road Speed Limit above 50km/h Roadway Minor Works Works conducted on nature strip or reserve (Soil/Seeded Area)
Municipal Road Above 50km/h – Roadway Minor Works	\$138.00	\$140.50	1.81%	\$2.50	Per Works	Υ	N	Municipal Road Speed Limit above 50km/h - Minor Works Works conducted on roadway, shoulder or pathway (Asphalt/gravel road, kerb & channel, concrete vehicle crossing and footpaths)
Municipal Road Above 50km/h – Roadway Non Minor Works	\$639.00	\$649.00	1.56%	\$10.00	Per Works	Y	N	Municipal Road Speed Limit above 50km/h - Works Other than Minor Works. Conducted on Roadway, shoulder, or pathway. (Asphalt/Gravel Road, kerb & channel, concrete vehicle crossing and footpaths)  Conducted on roadway, shoulder or pathway. (Asphalt/Gravel road, kerb, & channel, concrete vehicle crossing and footpaths)
Municipal Road Below 50km/h - Roadway Minor Works	\$138.00	\$140.50	1.81%	\$2.50	Per Works	Y	N	43.1 fee units  Municipal Road Speed Limit 50 km/h or less- Minor Works Works conducted on roadway, shoulder or

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Fee Name	Year 20/21 Fee Inc GST	Fee Inc GST	(Decrease)	Fee Increase / (Decrease)	Unit Measure	Statutory(Y)	GST Status	Fee Description
	\$	\$	%	\$		Statutory(N)		
Works Within Road Reserve [continued]								
Municipal Road Below 50km/h – Roadway Minor Works	\$138.00	\$140.50	1.81%	\$2.50	Per Works	Y	N	pathway. (Asphalt/gravel road, kerb & channel, concrete vehicle crossing and foothpaths)
Municipal Road Below 50km/h – Nature Minor Works	\$89.00	\$90.50	1.69%	\$1.50	Per Works	Y	N	Municipal Road Speed Limit 50 km/h or less- Nature Minor Works Works conducted on nature strip or reserve. (Soil/Seeded Area)
Municipal Road Below 50km/h – Nature Non Minor Works	\$89.00	\$90.50	1.69%	\$1.50	Per Works	Y	N	Municipal Road Speed Limit 50 km/h or less. Works conducted on nature strip or reserve. (Soil/Seeded Area)
Municipal Road Below 50km/h – Roadway Non Minor Works	\$349.00	\$355.00	1.72%	\$6.00	Per Works	Y	N	Municipal Road Speed Limit 50 km/h or less. Works conducted on roadway, shoulder or pathway (Asphalt/gravel road, kerb & channel, concrete vehicle crossing and footpaths)

### **Property Information**

#### **Property**

Stormwater Legal Point of Discharge	\$145.36	\$144.70	-0.45%	-\$0.66	Per Item	Υ	N	Stormwater Legal Point of Discharge
Build over easements	\$150.00	\$150.00	0.00%	\$0.00	Per Item	N	N	Prescribed
Property Information				Prescribed	Per Item	Υ	N	

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Year 20/21 Fee Inc GST	Far Inc COT	Year 21/22 Fee Increase / (Decrease)	Fee Increase / (Decrease)	Unit Measure	Statutory(Y)	GST Status	Fee Description
\$	\$	%	\$		Non Statutory(N)		

### **Planning Services**

#### **Subdivision Fees**

Amendment Subdivision – Class 18	\$1,318.10	\$1,318.10	0.00%	\$0.00	Per Application	Υ	N	Amendment to Class 18 permit
Amendment Subdivision – Class 17	\$1,318.10	\$1,318.10	0.00%	\$0.00	Per Application	Υ	N	Amendment to Class 11 permit
Amendment Subdivision – Class 19	\$1,318.10	\$1,318.10	0.00%	\$0.00	Per Application	Y	N	Amendment to Class 19 permit- Per 100 lots created
Amendment Subdivision – Class 20	\$1,318.10	\$1,318.10	0.00%	\$0.00	Per Application	Y	N	Amendment to Class 20 permit
Amendment Subdivision - Class 21	\$1,318.10	\$1,318.10	0.00%	\$0.00	Per Application	Υ	N	Amendment to Class 21 permit
Amendment Subdivision – Class 22	\$1,318.10	\$1,318.10	0.00%	\$0.00	Per Application	Υ	N	Amendment to Class 16 permit
Subdivision Permit – Class 17	\$1,318.10	\$1,318.10	0.00%	\$0.00	Per Application	Y	N	To subdivide an existing building (other than a class 9 permit)
Subdivision Permit – Class 18	\$1,318.10	\$1,318.10	0.00%	\$0.00	Per Application	Υ	N	To subdivide land into 2 lot (other than a class 9 or class 16 permit)
Subdivision Permit – Class 19	\$1,318.10	\$1,318.10	0.00%	\$0.00		Υ	N	To effect a realignment of common boundary betwee lots or consolidate 2 or more lots (other than a class 9)
Subdivision Permit – Class 20	\$1,318.10	\$1,318.10	0.00%	\$0.00	Per Application	Y	N	Subdivide land (other than a class 9, class 16, class 1 or class 18 permit)
Subdivision Permit – Class 21	\$1,318.10	\$1,318.10	0.00%	\$0.00	Per Application	Υ	N	To complete a) Create, vary or remove restriction within the

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Fee Name	Year 20/21 Fee Inc GST \$	Fee Inc GST	Year 21/22 Fee Increase / (Decrease)	Fee Increase / (Decrease) \$	Unit Measure	Statutory(Y) / Non Statutory(N)	GST Status	Fee Description
Subdivision Fees [continued]								
Subdivision Permit – Class 21	\$1,318.10	\$1,318.10	0.00%	\$0.00	Per Application	Y	N	To complete a) Create, vary or remove a restriction within the meaning of the Subdivision Act 1988 b) Create or remove right of way c) Create, vary of remove an easement other than right of way d) Vary or remove a condition om the nature of an easement (other than right of way) in Crown grant
Subdivision Permit – Class 22	\$1,318.10	\$1,318.10	0.00%	\$0.00	Per Application	Υ	N	Subdivision Permit - Class 22
Planning Applications								
Change of Use – Class 1	\$1,318.10	\$1,318.10	0.00%	\$0.00	Per Application	Υ	N	An Application for change of use only
Other Development – Class 11	\$1,147.80	\$1,147.80	0.00%	\$0.00	Per Application	Y	N	To develop land (other than class 2, class 3 or class 7 or class 8 or a permit to subdivide or consolidate land) if the estimated cost of development is less \$100,000

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# MINUTES OF THE AUDIT AND RISK COMMITTEE MEETING

4 August 2021

Item 6.7 Melton City Council Budget 2021/2022 Appendix 1 Melton City Council Budget 2021/2022

Fee Name	Year 20/21 Fee Inc GST	Fee Inc GST	Year 21/22 Fee Increase / (Decrease)	Fee Increase / (Decrease)	Unit Measure	Statutory(Y) / Non Statutory(N)	GST Status	Fee Description
						Statutory(N)		
Planning Applications [continued]								
Other Development – Class 12	\$1,547.60	\$1,547.60	0.00%	\$0.00	Per Application	Y	N	To develop land (other than a class 4, class 5 or class 8 or a permit to subdivide or consolidate land) if the estimated cost of development is more than \$100,000 and not more than \$1 million
Other Development – Class 13	\$3,413.70	\$3,413.70	0.00%	\$0.00	Per Application	Y	N	To develop land (other than a class 6 or class 8 or permit to subdivide or consolidate land) if the estimated cost of development is more than \$1 million and not more than \$5 million
Other Development – Class 14	\$8,700.90	\$8,700.90	0.00%	\$0.00	Per Application	Υ	N	-
Other Development – Class 15	\$25,658.3 0	\$25,658.30	0.00%	\$0.00	Per Application	Y	N	To develop land (other than a class 8 or permit to subdivide or consolidate land) if the estimated cost of development is more than \$5 million and not more than \$15 million
Other Development – Class 16	\$57,670.1 0	\$57,670.10	0.00%	\$0.00	Per Application	Y	N	To develop land (other than a class 8 or a permit to subdivide or consolidate land) if the estimate cost of development is more than \$50 million

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Year 20/21 Fee Inc GST \$	Year 21/22 Fee Increase / (Decrease)	Fee Increase / (Decrease) \$	Unit Measure	Statutory(Y) / Non Statutory(N)	GST Status	Fee Description

#### Planning Applications [continued]

Single Dwelling – Class 2	\$199.90	\$199.90	0.00%	\$0.00	Per Application	Y	N	ancillary to use the land for a single dwelling per lot included in the application (other than a class 7 or 8 permit or permit to subdivide or consolidate land) if the estimated cost is \$10,000 or less
Single Dwelling – Class 3	\$629.40	\$629.40	0.00%	\$0.00	Per Application	Y	N	To develop land or use and develop land if a single dwelling per lot and undertake development ancillary to use the land for a single dwelling per lot included in the application (other than a class 7 or 8 permit or permit to subdivide or consolidate land) if the estimated cost is \$10,000 but not more than \$100,000
Single Dwelling – Class 6	\$1,495.80	\$1,495.80	0.00%	\$0.00	Per Application	Y	N	To develop land or use and develop land if a single dwelling per lot and undertake development ancillary to use the land for a single dwelling per lot included in the application (other than a class 7 or 8 permit or permit to subdivide or consolidate land) if the estimated cost is \$1 million and \$2 million
Single Dwelling -Class 4	\$1,288.50	\$1,288.50	0.00%	\$0.00	Per Application	Υ	N	To develop land or use and develop land if a single

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ancillary to use the land a single dwelling per lot included in the applicati (other than a class 7 or permit or permit to subdivide or consolidate land) if the estimated co \$100,000 but not more to \$500,000  Single Dwelling—Class 5  \$1,392.10  \$1,392.10  \$0.00  \$0.00  Per Y N To develop land or use develop land if a single dwelling per lot and undertake development ancillary to use the land a single dwelling per lot included in the applicatio	Fee Name	Year 20/21 Fee Inc GST \$	Fee Inc GST	Year 21/22 Fee Increase / (Decrease)	Fee Increase / (Decrease) \$	Unit Measure	Statutory(Y) / Non Statutory(N)	GST Status	Fee Description
Application  Application  undertake development ancillary to use the land a single dwelling per lot included in the applicatio (other than a class 7 or permit to subdivide or consolidate land) if the estimated co \$100,000 but not more \$500,000  Single Dwelling—Class 5  \$1,392.10  \$1,392.10  \$0.00  Per Y N To develop land or use development ancillary to use the land a single dwelling per lot and undertake development ancillary to use the land a single dwelling per lot included in the applicatio (other than a class 7 or	Planning Applications [continued]								
Application develop land if a single dwelling per lot and undertake development ancillary to use the land a single dwelling per lot included in the applicati	Single Dwelling -Class 4	\$1,288.50	\$1,288.50	0.00%	\$0.00		Y	N	undertake development ancillary to use the land for a single dwelling per lot included in the application (other than a class 7 or 8 permit or permit to subdivide or consolidate land) if the estimated cost is \$100,000 but not more than
subdivide or consolidate land) if the estimated co	Single Dwelling  Class 5	\$1,392.10	\$1,392.10	0.00%	\$0.00		Y	N	dwelling per lot and undertake development ancillary to use the land for a single dwelling per lot included in the application (other than a class 7 or 8 permit or permit to subdivide or consolidate land) if the estimated cost is \$500,000 but not more than
VicSmart Application – Class 7 \$199.90 \$199.90 0.00% \$0.00 Per Y N VicSmart Application w the cost of develop is \$10,000 or less	VicSmart Application – Class 7	\$199.90	\$199.90	0.00%	\$0.00		Υ	N	
Application estimated cost of	VicSmart Application – Class 8	\$429.50	\$429.50	0.00%	\$0.00		Y	N	development is more than
	VicSmart Application – Class 9	\$199.90	\$199.90	0.00%	\$0.00		Υ	N	VicSmart Application to subdivide or consolidate land

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Item 12.2 Audit and Risk Committee Minutes for Meeting held on 4 August 2021 Appendix 1 Audit and Risk Committee Minutes for Meeting held on 4 August 2021

## MINUTES OF THE AUDIT AND RISK COMMITTEE MEETING

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Fee Name	Year 20/21 Fee Inc GST	Fee Inc GST	(Decrease)	Fee Increase / (Decrease)	Unit Measure	Statutory(Y) / Non	GST Status	Fee Description
	\$	\$	%	\$		Statutory(N)		
Planning Applications [continued]								
VicSmart Application - Other than Class 7, 8 or 9	\$199.90	\$199.90	0.00%	\$0.00	Per Application	Y	N	VicSmart Application Class
Planning Amendments								
Amend or End a Section 173 Agreement	\$659.00	\$659.00	0.00%	\$0.00	Per Agreement	Y	N	Fee for an agreement to a proposal to amend or end an agreement under 173 of the act.
Amendment Change of Use- Class 1	\$1,318.10	\$1,318.10	0.00%	\$0.00	Per Application	Y	N	Amendment to a permit to change the use of land allowed by the permit or allow a new use of land
Amendment Development other than Single Dwelling – Class 2	\$1,318.10	\$1,318.10	0.00%	\$0.00	Per Application	Υ	N	Amendment to a permit (other than a permit to develop land for a single dwelling per lot or to use and develop land for a single dwelling per lot or undertake development ancillary to the use of land for a single dwelling per lot ochange the statement owhat the permit allows or to change any or all of the conditions which apply to the permit.
Amendment Other Development – Class 11,12,13,14,15 or 16 permit if cost of development is \$100.000 or less	\$1,147.80	\$1,147.80	0.00%	\$0.00	Per Application	Y	N	Amendment to Class 10 permit
Amendment Other Development – Class 11,12,13,14,15 or 16 permit if cost of development is between \$100,000 and \$1,000,000	\$1,547.60	\$1,547.60	0.00%	\$0.00	Per Application	Υ	N	Amendment to Class 11 permit
Amendment Other Development – Class 11,12,13,14,15 or 16 permit if the cost of development is more than \$1,000,000	\$3,413.70	\$3,413.70	0.00%	\$0.00	Per Application	Y	N	Amendment to Class 12,13,14 or 15 permit

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Fee Name	Year 20/21 Fee Inc GST	Fee Inc GST	Year 21/22 Fee Increase / (Decrease)	Fee Increase / (Decrease)	Unit Measure	Statutory(Y)	GST Status	Fee Description
	\$	\$	%	\$		Non Statutory(N)		
Planning Amendments [continued]								
Amendment Single Dwelling – Class 2,3,4,5 or 6 if cost of additional development is more than \$10,000 but not more than \$100,000	\$629.40	\$629.40	0.00%	\$0.00		Y	N	Amendment to a class 3 permit
Amendment Single Dwelling – Class 2,3,4,5 or 6 if cost of additional development is more than \$100,000 but not more than \$500,000	\$1,288.50	\$1,288.50	0.00%	\$0.00	Per Application	Y	N	Amendment to Class 4 permit
Amendment Single Dwelling – Class 2,3,4,5 or 6 permit if cost of additional development is more than \$500,000	\$1,392.10	\$1,392.10	0.00%	\$0.00	Per Application	Y	N	Amendment to a class 5 class 6 permit
Amendment Single Dwelling- Class 2,3,4,5 or 6 Permit if cost of additional development is \$10,000 or less	\$199.90	\$199.90	0.00%	\$0.00	Per Application	Y	N	Amendment to a Class 2 Permit
Amendment Single Vic Smart – Class 7	\$199.90	\$199.90	0.00%	\$0.00	Per Application	Y	N	Amendment to Class 7 permit
Amendment VicSmart - Class 8	\$429.50	\$429.50	0.00%	\$0.00	Per Application	Y	N	Amendment to Class 8 permit
Amendment VicSmart – Class 9	\$199.90	\$199.90	0.00%	\$0.00	Per Application	Y	N	Amendment to Class 9 permit
Other Planning Fees								
Advertising of Planning – Public Notice	\$20.00	\$21.00	5.00%	\$1.00	Per Notice	N	Υ	Charge for each notice
Advertising of Planning applications – Over 10 notices	\$12.00	\$13.00	8.33%	\$1.00	Per Letter	N	Υ	Per Letter after first 10 letters
Application – Property Planning Controls	\$150.00	\$160.00	6.67%	\$10.00	Per Application	N	Y	Application for Informatio of Property Planning Controls
Certificate of Compliance	\$333.70	\$325.80	-2.37%	-\$7.90	Per Certificate	Y	N	Issue a certificate of compliance
Demolition Approval	\$85.20	\$85.20	0.00%	\$0.00	Per Application	Υ	N	Requst for demolition approval
Other Fees – Combined Permits		of the fee is sun				Υ	N	

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Year 20/21 Fee Inc GST	Far Inc COT	Year 21/22 Fee Increase / (Decrease)	Fee Increase / (Decrease)	Unit Measure	Statutory(Y)	GST Status	Fee Description
\$	\$	%	\$		Non Statutory(N)		

#### Other Planning Fees [continued]

Other Fees – Combined Permits	which wo	f the fee is sum ould have applie and 50% of ea oplied if separa	ed if seperate ich other fees	applications which would		Y	N	Fee for combined permit applications
Planning Permit- Application Change of Use	\$1,318.10	\$1,318.10	0.00%	\$0.00	Per Permit	Υ	N	Plannig Permit - Application for Change of Use Only
Pre Application – Prior to Application	\$150.00	\$160.00	6.67%	\$10.00		N	Y	Pre Application - Prior to Application
Satisfaction Matter	\$325.80	\$325.80	0.00%	\$0.00	Each	Y	N	Where a planning scheme specifies that a matter must be done to the satisfaction of a responsible authority, Minister, public authority or municipal council
Advertising of planning application – up to 10 notices	\$100.00	\$105.00	5.00%	\$5.00	Per Application	N	Υ	Discretionary fees
Copy of planning Permit (with associated plans) -Other	\$150.00	\$160.00	6.67%	\$10.00	Per Application	N	Υ	Discretionary fees - Other
Copy of planning Permit (with associated plans) -Residential	\$100.00	\$105.00	5.00%	\$5.00	Per Application	N	Υ	Discretionary fees - Residential
Development plan approval	\$250.00	\$260.00	4.00%	\$10.00	Per Application	N	Υ	Discretionary fees
Extension of time	\$175.00	\$185.00	5.71%	\$10.00	Per Application	N	Y	Discretionary fees
Planning Controls	\$160 o	Planning Cont		Plans	Per Application	N	Υ	•
			Disci	retionary fees				
Precinct plan approval	\$600.00	\$625.00	4.17%	\$25.00	Per Application	N	Υ	Discretionary fees
Property enquiries & searches	\$150.00	\$160.00	6.67%	\$10.00	Per Application	N	Υ	Discretionary fees

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# MINUTES OF THE AUDIT AND RISK COMMITTEE MEETING

4 August 2021

Item 6.7 Melton City Council Budget 2021/2022 Appendix 1 Melton City Council Budget 2021/2022

Fee Name	Year 20/21 Fee Inc GST	Fee Inc GST	Year 21/22 Fee Increase / (Decrease)	Fee Increase / (Decrease)	Unit Measure	Statutory(Y)	GST Status	Fee Description
	\$	\$	%	\$		Non Statutory(N)		
Other Planning Fees [continued]								
Request to vary precinct plan approval	\$250.00	\$260.00	4.00%	\$10.00	Per Application	N	Υ	Discretionary fees
Researching existing use right or non-conforming use right	\$230.00	\$240.00	4.35%	\$10.00	Per Application	N	Υ	Discretionary fees
Secondary Consent Applications	\$500.00	\$520.00	4.00%	\$20.00	Per Application	N	Υ	Discretionary Fees
Subdivision Certification								
Amended Certified Plan	\$140.70	\$140.70	0.00%	\$0.00		Y	N	Certificate issues to show amended certified plan under Section 11(1) of the Act
Alteration of Plan	\$111.10	\$111.10	0.00%	\$0.00		Y	N	Alteration of plan under section 10(2) of the Act
Certification of Plan of Subdivision	\$174.80	\$174.80	0.00%	\$0.00	Per Certificate	Y	N	Certificate of Plan of Subdivision
Community Safety								
Interest on Unpaid Money – Section 227 A Local Government Act		ty Interest Rate accordance wi	tth Section 2		Per Application	Ý	N	Penalty Interest Rate approved by the Attorney General in accordance wi Section 2 of the Penalty Interest Rate Act 1983
Accommodation								
Prescribed Accommodation Premises – Up to 5 people	\$2	220 plus \$22 Pe	er Additional F	Person over 5	Per Application	Υ	N	-
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Item 12.2 Audit and Risk Committee Minutes for Meeting held on 4 August 2021 Appendix 1 Audit and Risk Committee Minutes for Meeting held on 4 August 2021

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Fee Name	Year 20/21 Fee Inc GST	Year 21/22 Fee Increase / (Decrease)	Fee Increase / (Decrease)	Unit Measure	Statutory(Y)	GST Status	Fee Description
	\$	\$ %	\$		Non Statutory(N)		

#### Accommodation [continued]

Prescribed Accommodation Premises – rooming houses Up to 4	\$220 plus \$22 Per Additional Person over 5 Per	Y	N	:: <del>*</del> :	
people	Appli	ication			

### **Animal Registration**

Deceased Refund		Pro Rata 5	0% of Reducti	on - Per Half	Per Half	N	N	Pro Rata 50% Reduction
Pro Rata Registration		Pro Rata Ra	te 50% Reduc	tion Per Half	Per Half	Υ	N	Pro Rata Rate - 50% Reduction
Unsterilised Dog – Full Fee	\$150.00	\$153.00	2.00%	\$3.00	Per Animal	Υ	N	
Unsterilised Dog – Full Fee (Pensioner)	\$75.00	\$76.50	2.00%	\$1.50	Per Animal	Y	N	·*
Unsterilised Cat – Full Fee (Only Animals Register prior to Aug 2011 or exemption)	\$108.00	\$111.00	2.78%	\$3.00	Per Animal	Υ	N	•
Unsterilised Cat – Full Fee (Only Animals Register prior to Aug 2011 or exemption) Pensioner	\$54.00	\$55.00	1.85%	\$1.00	Per Animal	Y	N	•
Sterilised Dog – Reduced Fee	\$50.00	\$51.00	2.00%	\$1.00	Per Animal	N	N	
Sterilised Dog – Reduced Fee (Pensioner)	\$25.00	\$25.50	2.00%	\$0.50	Per Animal	N	N	1.50
Sterilised Cat – Reduced Fee	\$36.00	\$37.00	2.78%	\$1.00	Per Animal	N	N	*
Sterilised Cat – Reduced Fee (Pensioner)	\$18.00	\$18.50	2.78%	\$0.50	Per Animal	N	N	
Micro chipped Dog (Registered Prior to 10th April 2013)	\$50.00	\$51.00	2.00%	\$1.00	Per Animal	N	N	
Micro chipped Dog (Registered Prior to 10th April 2013) (Pensioner)	\$25.00	\$25.50	2.00%	\$0.50	Per Animal	N	N	-
Micro chipped Cat (Registered prior to 10th April 2013)	\$36.00	\$36.50	1.39%	\$0.50	Per Animal	N	N	-
Micro chipped Cat (Registered prior to 10th April 2013) (Pensioner)	\$18.00	\$18.25	1.39%	\$0.25	Per Animal	N	N	
Dog kept for breeding by Domestic Animal Business	\$50.00	\$51.00	2.00%	\$1.00	Per Animal	N	N	
Dog kept for breeding by Domestic Animal Business (Pensioner)	\$25.00	\$25.50	2.00%	\$0.50	Per Animal	N	N	(*)
Cat kept for breeding by Domestic Animal Business	\$36.00	\$37.00	2.78%	\$1.00	Per Animal	N	N	*
Cat kept for breeding by Domestic Animal Business (Pensioner)	\$18.00	\$18.50	2.78%	\$0.50	Per Animal	N	N	-

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Fee Name	Year 20/21 Fee Inc GST	Fee Inc GST	Year 21/22 Fee Increase / (Decrease)	Fee Increase / (Decrease)	Unit Measure	Statutory(Y)	GST Status	Fee Description
	\$	\$	%	\$		Non Statutory(N)		
Animal Registration [continued]								
Approved Applicable Obedience Trained Dog	\$50.00	\$51.00	2.00%	\$1.00	Per Animal	N	N	•
Approved Applicable Obedience Trained Dog (Pensioner)	\$25.00	\$25.50	2.00%	\$0.50	Per Animal	N	N	
Unsterilised Working Dog – Livestock	\$50.00	\$51.00	2.00%	\$1.00	Per Animal	N	N	
Unsterilised Working Dog – Livestock(Pensioner)	\$25.00	\$25.50	2.00%	\$0.50	Per Animal	N	N	
Sterilised Working Dog – Livestock	\$50.00	\$51.00	2.00%	\$1.00	Per Animal	N	N	-
Sterilised Working Dog – Livestock (Pensioner)	\$25.00	\$25.50	2.00%	\$0.50	Per Animal	N	N	
Dangerous Dog – Guard Dog Non-Residential Premises	\$171.50	\$174.50	1.75%	\$3.00	Per Animal	N	N	-
Declared Restricted Breed Dog	\$280.00	\$284.50	1.61%	\$4.50	Per Animal	N	N	-
Declared Dangerous Dog	\$280.00	\$284.50	1.61%	\$4.50	Per Animal	N	N	
Declared Menacing dog	\$280.00	\$284.50	1.61%	\$4.50	Per Animal	N	N	-
Dog > 10 years old	\$50.00	\$51.00	2.00%	\$1.00	Per Animal	Υ	N	
Dog > 10 years old (Pensioner)	\$25.00	\$25.50	2.00%	\$0.50	Per Animal	Y	N	-
Cat > 10 years old	\$36.00	\$36.50	1.39%	\$0.50	Per Animal	Υ	N	÷
Cat > 10 years old (Pensioner)	\$18.00	\$18.25	1.39%	\$0.25	Per Animal	N	N	s <b>®</b>
FCC, CV or Approved Applicable Organisation Registered Cat	\$36.00	\$36.50	1.39%	\$0.50	Per Animal	N	N	-
FCC, CV or Approved Applicable Organisation Registered Cat (Pensioner)	\$18.00	\$18.25	1.39%	\$0.25	Per Animal	N	N	•
VCA or Approved Applicable Organisation Registered Dog	\$50.00	\$51.00	2.00%	\$1.00	Per Animal	Y	N	
VCA or Approved Applicable Organisation Registered Dog (Pensioner)	\$25.00	\$25.50	2.00%	\$0.50	Per Animal	Y	N	-
Dog or Cat Surrender Fee	\$0.00	\$0.00	00	90	Per Animal	Υ	Υ	(#)
Microchip	\$85.50	\$87.00	1.75%	\$1.50	Per Animal	N	Υ	

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Copies of A1 Plans (each)

Year 20/21	nclude of fee - Dog
Animal Adoption  Adoption Cost for Animal (Male) – Dog \$311.00 \$316.00 1.61% \$5.00 Per Animal N N Does not in registration  Adoption Cost for Animal (Female) – Dog \$373.00 \$379.00 1.61% \$6.00 Per Animal N N Does not in registration  Adoption Cost for Animal (Male) – Cat \$60.00 \$61.00 1.67% \$1.00 Per Animal N N Does not in registration	fee - Dog
Adoption Cost for Animal (Male) – Dog \$311.00 \$316.00 1.61% \$5.00 Per Animal N N Does not in registration  Adoption Cost for Animal (Female) – Dog \$373.00 \$379.00 1.61% \$6.00 Per Animal N N Does not in registration:  Adoption Cost for Animal (Male) – Cat \$60.00 \$61.00 1.67% \$1.00 Per Animal N N Does not in registration:	fee - Dog
Adoption Cost for Animal (Male) – Dog \$311.00 \$316.00 1.61% \$5.00 Per Animal N N Does not in registration  Adoption Cost for Animal (Female) – Dog \$373.00 \$379.00 1.61% \$6.00 Per Animal N N Does not in registration:  Adoption Cost for Animal (Male) – Cat \$60.00 \$61.00 1.67% \$1.00 Per Animal N N Does not in registration:	fee - Dog
registration   Adoption Cost for Animal (Female) - Dog   \$373.00   \$379.00   1.61%   \$6.00   Per Animal   N   N   Does not in registration   N   N   Does not in registration   N   N   Does not in registration   N   N   Does not in   N   N	fee - Dog
registration	clude
registration	nclude fee -Cat
Adoption Cost for Animal (Female) - Cat \$80.00 \$81.50 1.88% \$1.50 Per Animal N N Does not in Registration	
Building Lodgement  Request for building Permit information – Regulation 51 (1), (2), & As per Regulations Per Y N - Information	
73-97) Inspection	
Affected Owners Written Consultation Fee \$129.00 \$131.00 1.55% \$2.00 Per N Y - Lodgement	
Lodgement fees – Other Classes  As per Regulations Per Y N - Lodgement	
Building permit lodgement fees (section 30)  As per Regulations Per N N - Lodgement	
Council consent/discretion Non – Siting Matters (Reg 310, As per Regulations Per Y N - 513,515,604,801,802, & 806)	
Domestic Building Plans Search Fee (non – refundable) \$99.00 \$100.50 1.52% \$1.50 Per Search N Y -	
Commercial Building Plans Search Fee (non – refundable) \$191.00 \$194.00 1.57% \$3.00 Per Search N Y -	
Copy of Building Permit Form \$11.80 \$12.00 1.69% \$0.20 Per Item N Y -	
Copies of plans (Maximum of 10 A3's) must also include search \$56.00 \$57.00 1.79% \$1.00 Per Search N Y -	

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Fee Name	Year 20/21 Fee Inc GST	Fee Inc GST	Year 21/22 Fee Increase / (Decrease)	Fee Increase / (Decrease)	Unit Measure	Statutory(Y)	GST Status	Fee Description
	\$	\$	%	\$		Non Statutory(N)		
a diameter and a second								
Building Lodgement [continued]								
Copies of occupancy Permits must also include search fee	\$27.95	\$28.40	1.61%	\$0.45	Per Permit	N	Υ	-
Copies of Building Insurance certificate include search fee	\$27.95	\$28.40	1.61%	\$0.45	Per Certificate	N	Υ	
Copies of Soil Report must also include search fee	\$56.00	\$57.00	1.79%	\$1.00	Per Search	N	Υ	
Copies of Structural Computations must also include search fee	\$85.00	\$86.50	1.76%	\$1.50	Per Search	N	Υ	-
Private function – Seniors Rate Seniors Community Groups – Permanent	\$233.00 \$7.20	\$233.00 \$7.20	0.00%	\$0.00 \$0.00	Per Hour	N N	Y	•
Building Permit								
Seniors Community Groups – Permanent	\$7.20	\$7.20	0.00%	\$0.00	Per Hour	N	Υ	
Domestic Building Work Value of Works < \$50,000	\$4,400.00	\$4,610.00	4.77%	\$210.00	Per Item	Υ	Υ	-
Domestic Building Work Value of Works \$50,001 < \$1000,000	\$4,950.00	\$5,190.00	4.85%	\$240.00	Per Item	Υ	Υ	
Domestic Building Work Value of Works \$100,001 < \$250,000	\$5,500.00	\$5,770.00	4.91%	\$270.00	Per Item	Υ	Υ	
Domestic Building Work Value of Works \$250,001 < \$500,000	\$6,050.00	\$6,350.00	4.96%	\$300.00	Per Item	Υ	Υ	
Two storey domestic building work additional fee	\$891.00	\$935.00	4.94%	\$44.00	Per Item	Υ	Υ	-
Relocated Dwelling	\$6,820.00	\$7,160.00	4.99%	\$340.00	Per Item	Y	Υ	-
Commercial Building Work < 500 sq. M.	\$5,500.00	\$5,770.00	4.91%	\$270.00	Per Item	Υ	Υ	
Sheds, Verandas, Pergolas, Carport, or Masks, etc	\$2,200.00	\$2,300.00	4.55%	\$100.00	Per Item	Y	Υ	*
Building Permit – Fence	\$2,200.00	\$2,300.00	4.55%	\$100.00	Per Item	Υ	Υ	-
Building Permit – Retaining Wall	\$2,200.00	\$2,300.00	4.55%	\$100.00	Per Item	Υ	Υ	
Building Permit – Restump	\$3,300.00	\$3,460.00	4.85%	\$160.00	Per Item	Υ	Υ	•
Building Permit – Swimming Pool	\$3,300.00	\$3,460.00	4.85%	\$160.00	Per Item	Y	Y	Include a Fence
Building Permit – Demolition	\$3,300.00	\$3,460.00	4.85%	\$160.00	Per Item	Υ	Υ	-
Building Permit – Temporary Structure & Special Use Permit	\$773.00	\$785.00	1.55%	\$12.00	Per Item	Υ	Υ	
Building Permit – Illegal Building Works			125 %	of Permit Fee	Per Item	Υ	Υ	

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	\$	\$	%	\$		Non Statutory(N)		
		-						
Building Permit [continued]								
Building Inspection	\$199.50	\$206.50	3.51%	\$7.00	Per Inspection	N	Υ	
Building Notice Administration Fee	\$518.00	\$526.00	1.54%	\$8.00	Per Inspection	N	Υ	
Building Inspection Compliance Certificate	\$247.00	\$251.00	1.62%	\$4.00	Per Inspection	N	Υ	
Caravan Parks								
Fixed Statutory Fee			Fixed	Statutory Fee		N	N	-
Transfer – % of Registration			% o	f Registration		N	N	
Environmental Health								
Elivirolillientai Healtii								
Copy of Document -Environmental Health Record	\$26.95	\$26.95	0.00%	\$0.00	Per Application	Υ	Υ	% of Registration
Food Act								
Health Food Act – Class 1	\$810.00	\$830.00	2.47%	\$20.00	Per Application	Υ	N	
Health Food Act – Class 2	\$730.00	\$750.00	2.74%	\$20.00	Per Application	Υ	N	
Health Food Act - Class 3	\$365.00	\$380.00	4.11%	\$15.00	Per Application	Υ	N	
Class 2 & Class 3 Premises (Sporting Body)			25% 0	of Annual Fee	Per Application	Y	N	-
Short term Mobile / Temporary Food Premises >3 months			25% (	of Annual Fee	Per Application	Υ	N	-
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Fee Name	Year 20/21 Fee Inc GST	 Year 21/22 Fee Increase / (Decrease)	Fee Increase / (Decrease)	Unit Measure	Statutory(Y)	GST Status	Fee Description
	\$	\$ %	\$		Non Statutory(N)		

#### Food Act [continued]

Registration Renewal Fee reduced by 25% Per quarter (calendar year)			25%	6 Per Quarter	Per Application	Y	N	·*
Water Transport Vehicles – class 3 fee Per vehicle	\$365.00	\$380.00	4.11%	\$15.00	Per Application	Y	N	~
Application fee for plan assessment FA	\$350.00	\$360.00	2.86%	\$10.00	Per Application	N	N	% of Registration
Transfer of Registration FA			% o	f Registration	Per Application	Υ	N	2
Transfer Inspection – within 5 days FA	\$365.00	\$380.00	4.11%	\$15.00	Per Application	Υ	N	) <del>*</del> !
Transfer Inspection – within 24 hrs FA	\$690.00	\$700.00	1.45%	\$10.00	Per Application	Υ	N	-
Hairdressers once off registration	\$200.00	\$210.00	5.00%	\$10.00	Per Application	Υ	N	

#### **Health Act**

Health Act Premises	\$200.00	\$210.00	5.00%	\$10.00	Per Application	Υ	N	-
Registration Fees Reduced by 25% per Quarter HA	Regi	stration fees re		% per quater alendar year)	Per Application	Y	N	-
Application fee for plan assessment HA	\$330.00	\$340.00	3.03%	\$10.00	Per Application	Υ	N	(5)
Transfer of Registration HA		Т	ransfer of reg	istration 50%	Per Application	Y	N	
Transfer Inspection – within 5 days	\$200.00	\$210.00	5.00%	\$10.00	Per Application	Υ	N	-
Transfer Inspection – within 24 hrs	\$370.00	\$380.00	2.70%	\$10.00	Per Application	Υ	N	*

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Fee Name	Year 20/21 Fee Inc GST	Fee Inc GST	Year 21/22 Fee Increase / (Decrease)	Fee Increase / (Decrease)	Unit Measure	Statutory(Y)	GST Status	Fee Description
	\$	\$	%	\$	3	Non Statutory(N)		
		•						
Impounded Animals								
Dangerous Dog – Collars	\$50.00	\$50.00	0.00%	\$0.00	Per Collar	N	N	Dangerous Dog Collar
Dangerous Dogs – Signs	\$70.00	\$70.00	0.00%	\$0.00		N	N	Dangerous Dogs - Sign
Impound Livestock – Labour Charge – Business Hours	\$50.00	\$50.00	0.00%	-\$0.01	Per Hour	N	Υ	Hourly charge Council Officer to attend to transportation of animals during normal business hours
Impound Livestock – Labour Charge – Double Time	\$100.00	\$100.00	0.00%	\$0.00	Per Hour	N	Υ	Charge to council officers to attend to impound livestock.
Impound Livestock – Labour Charge -Time & Half	\$75.00	\$75.00	0.00%	\$0.00	Per Hour	N	Υ	To attend to the transportation of stock by Council Officers outside of business hours
Stock Transportation Fee		Fee Range	from \$10 to \$3	2000- At Cost	Per Animal	Y	N	Contractor Fee - Freight Cost of Contractor
Transport Livestock – Load	\$150.00	\$150.00	0.00%	\$0.00	Per Load	N	Υ	Transportation of Animals - use of stock trailer
Animal Trap Hire – Deposit	\$54.00	\$55.00	1.85%	\$1.00	Per Animal	N	Υ	
Impounded Animal – Release Fee Dog	\$87.00	\$88.50	1.72%	\$1.50	Per Animal	Υ	N	-
Impounded Animal – Release Fee Cat	\$43.50	\$44.50	2.30%	\$1.00	Per Animal	Y	N	-
Impounded Animal – Daily Fee – Dog	\$17.00	\$18.00	5.88%	\$1.00	Per Animal	Υ	N	(#)
Impounded Animal – Daily Fee – Cat	\$15.00	\$15.50	3.33%	\$0.50	Per Animal	Υ	N	
Impounded Livestock - Release Fee (each animal)	\$59.00	\$60.00	1.69%	\$1.00	Per Animal	Υ	N	
Impounded Livestock - Daily Fee (each animal)	\$17.00	\$17.50	2.94%	\$0.50	Per Animal	Υ	N	(*)
Registration and Renewal of Premises to Conduct DAB	\$550.00	\$550.00	0.00%	\$0.00	Per Animal	Υ	N	-

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Fee Name	Year 20/21 Fee Inc GST	Year 21/22 Fee Increase / (Decrease)	Fee Increase / (Decrease)	Unit Measure	Statutory(Y)	GST Status	Fee Description
	\$	\$ %	\$		Non Statutory(N)		

### **Parking**

Parking Penalty			0.	5% of Penalty	Per Penalty	Y	N	Section 87 (4) of the Road Safety Act 1986
Impounded Vehicle – Small – Release Fee	\$456.00	\$463.00	1.54%	\$7.00	Per Vehicle	N	Y	Includes Station Wagons Small vehicle includes Sedans, Wagons etc.
Impounded Vehicle – Large – Release Fee	\$456.00	\$463.00	1.54%	\$7.00	Per Vehicle	Y	Υ	Includes Vans & Trucks  Large vehicle includes  Vans, Trucks etc.
Impounded Vehicle Heavy – Release Fee				Release Fee	Per Vehicle	Y	Y	Vehicle with GVM of 4.5 tonne or more; including cost of towing  Heavy Vehicle - vehicle with a GVM of 4.5 tonnes or more
Impounded Vehicle - Daily Fee	\$21.75	\$22.10	1.61%	\$0.35	Per Vehicle	Υ	Υ	
Parking Permit for People with Disabilities – Replacement of lost or stolen Permits	\$0.00	\$0.00	œ	00	Per Application	N	Y	3 <u>0</u> 7

# **Regulatory Services**

General Inspection Fee	\$150.50	\$150.50	0.00%	\$0.00	Per Hour	N	N	-
Late fee % of Registration Fee		Late	Fee % of Reg	istration Fee	Per Fee	N	N	Applies when Registration Fees are not submitted by the due date
Impound Release Fee – Signs, Shopping Trolleys, Local Laws – Release from Impound	\$93.50	\$95.00	1.60%	\$1.50	Per Trolley	Υ	N	~
Permit Application Fee (includes charity bin, display of goods, advertising board/A-frame, caravan, unregistered vehicle, street trade etc.)	\$107.50	\$107.50	0.00%	\$0.00	Per Permit	Y	N	,

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	\$	\$	%	\$		Non Statutory(N)		
Regulatory Services [continued]								
General Local Law Application Fee – Permits – Shipping container up to 7 days	\$33.00	\$33.00	0.00%	\$0.00	Per Permit	Υ	N	(B)
General Local Law Application Fee – Permits – Shipping container longer than 7 days up to 6 months	\$107.50	\$107.50	0.00%	\$0.00	Per Permit	Y	N	141
Amendment of an existing Permit	\$52.00	\$53.00	1.92%	\$1.00	Per Permit	Y	Υ	-
Permit Application Fee – (Bi-Yearly) Multiple animals	\$107.50	\$110.00	2.33%	\$2.50	Per Permit	Υ	N	•
Multiple Animal Permit Amendment Fee	\$52.00	\$53.00	1.92%	\$1.00	Per Permit	Υ	Υ	-
Local Laws Permit – Pro Rata Rate 50% reduction Per half		Pro Rata R	ate 50% redu	ction Per half	Per Permit	N	N	.*
Septic Tanks  Amend a Permit	\$0.00	\$151.70	œ	× ×		Y	N	Permit to amend a septic tank permit
Constuct, Install or Alter Septic Tank (OWMS)	\$0.00	\$723.90	œ	œ	Per Application	Y	N	A permit application for the difference in Council's council's council's council's council's council of the cou
Exemption – Septic Tank Permit	\$0.00	\$217.30	90	<b>0</b> 0	Per Application	Υ	N	Application to exempt the requirement to renew permit for septic tanks
Minor Alteration to Septic Tank (OWMS)	\$0.00	\$551.70	œ	∞	Per Application	N	N	A flat fee for simple perm alterations - simplier and lower variability in accordance in new government legislation 37.25 Fee units
Renew a Permit	\$0.00	\$123.10	œ	00	Per Permit	Υ	N	Fee to renew septic tank permit
Transfer a Permit	\$0.00	\$147.10	00	00		Y	N	Fee for transfer of a perm for septic tanks

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	\$	\$	%	\$		Non Statutory(N)		
Septic Tanks [continued]								
Septic Tank Application	\$610.00	\$610.00	0.00%	\$0.00	Per Application	N	N	
Septic Tank Alteration	\$500.00	\$500.00	0.00%	\$0.00	Per Application	N	N	4
2								
Council Land								
Permit Application Fee	\$107.50	\$110.00	2.33%	\$2.50	Per Application	N	N	-
Bond	\$643.00	\$653.00	1.56%	\$10.00	Per Application	N	N	-
Annual fee for Pointer Boards – Real Estate advertising signage	\$537.00	\$546.00	1.68%	\$9.00	Per Application	N	N	•
Permit Application Fee for Placement of Tables & Chairs (outdoor eating – street trade) etc.	\$107.50	\$110.00	2.33%	\$2.50	Per Application	N	N	i <b>.</b> *:
Annual Renewal Fee (outdoor eating – street trade)	\$107.50	\$110.00	2.33%	\$2.50	Per Application	N	N	-
Outdoor eating – Per table (in addition to application fee & renewal fee)	\$26.95	\$27.35	1.48%	\$0.40	Per Application	N	Υ	:-:
Outdoor eating – Per chair (in addition to application fee & renewal fee)	\$11.40	\$11.60	1.75%	\$0.20	Per Application	N	Y	-
Food Van Sites – Monday to Friday – Annual Permit Fee	Food Van S	Sites Monday to	Friday Annu	al Permit Fee	Per Application	N	N	
Food Van Sites Saturday and Sunday– Annual Permit Fee	\$1,200.00	\$1,220.00	1.67%	\$20.00	Per Application	N	N	•
Rubbish Skip / Bulk Waste Container	\$86.00	\$87.50	1.74%	\$1.50	Per Application	N	N	·•
Hoarding Permit Application Fee	\$204.00	\$207.50	1.72%	\$3.50	Per Application	N	N	*
Occupation of Nature Strip / Footpath (eg Site hut)	\$103.50	\$105.50	1.93%	\$2.00	Per Application	N	N	•
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Fee Name	Year 20/21 Fee Inc GST	Fee Inc GST	Year 21/22 Fee Increase / (Decrease)	Fee Increase / (Decrease)	Unit Measure	Statutory(Y)	GST Status	Fee Description
	\$	\$	%	\$		Non Statutory(N)		
Council Land [continued]								
Parking Bay for Construction Activities Per Day	\$70.00	\$71.50	2.14%	\$1.50	Per Application	N	N	-
Bond – Occupation of Nature Strip / Footpath	\$214.50	\$218.00	1.63%	\$3.50	Per Application	N	N	
Jse of outdoor eating – Per bench seat (in addition to application ee & renewal fee)	\$21.75	\$22.10	1.61%	\$0.35	Per Application	N	N	
Per A-frame – (Street trade – Application on its own with no Outdoor eating – No additional fee if Outdoor eating application made)	\$107.50	\$110.00	2.33%	\$2.50	Per Application	N	N	4
Busking, Soliciting, Pop up stalls, Sale of goods, Street selling collections and Distribution	\$107.50	\$110.00	2.33%	\$2.50	Per Application	N	N	Exemption- Charities, No for profit, Community group/Individual - no fee be applied)
Permit Application Fee – Circus	\$107.50	\$110.00	2.33%	\$2.50	Per Application	N	N	s <del>t</del> .
Rent Per day – Circus	\$225.50	\$225.50	0.00%	\$0.00	Per Application	N	Υ	•
Bond – Circus	\$3,435.00	\$3,490.00	1.60%	\$55.00	Per Application	N	N	-
Swimming Pools								
Lodgement of Compliance Certificate	\$20.40	\$20.40	0.00%	\$0.00	Per Certificate	Υ	N	Lodgement of Compliand Certificate
odgement of Non Compliance Certificate	\$386.00	\$386.00	0.00%	\$0.00	Per Certificate	Y	N	Lodgement of Non Compliance Certificate
Registration of a Public Pool – Over Three Pools	Registration	of Public Poo		ed 3 pools in public space	Per registration	Υ	N	Public Swimming Pools registration - over three pools
Registration of a Public Pool (Max Three Pools)	\$0.00	\$380.00	œ	œ		Y	N	Public pools - registration up to a maxmium of thre pools

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Fee Name	Year 20/21 Fee Inc GST \$	Fee Inc GST		Fee Increase / (Decrease) \$	Unit Measure	Statutory(Y) / Non Statutory(N)	Status	Fee Description
Swimming Pools [continued]								
Registration of Swimming Pool/Spa	\$31.80	\$31.80	0.00%	\$0.00	Per Pool/Spa	Υ	N	Registration of Swimming Pool or Spa
Search for Swimming Pool	\$47.20	\$47.20	0.00%	\$0.00	Per Application	Υ	N	Search for Swimming Pool

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N Seniors Exercise Programs

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Year 20/21 Fee Inc GST	Fee Inc GST		Fee Increase / (Decrease)	Unit Measure	Statutory(Y)	GST Status	Fee Description
\$	\$	%	\$		Non Statutory(N)		

## **Community Services Management**

### **Community Care**

Seniors Exercise Programs

### **Community Participation**

	Depending on the Activity								
Community Transport									
Senior Community Transport	\$1.60	\$1.60	0.00%	\$0.00	Per Trip	N	N		
Hire of Community Bus – Bond	\$201.00	\$204.50	1.74%	\$3.50		N	N		
Hire of Community Bus – Daily Fee	\$63.50	\$64.50	1.57%	\$1.00	Daily Use	N	Υ	-	
Hire of Community Bus – Overnight Fee	\$150.50	\$153.00	1.66%	\$2.50		N	Υ		
Hire of Community Bus – Bond 5 hours	\$201.00	\$204.50	1.74%	\$3.50		N	N	-	
Hire of Community Bus – Fee 5 hours	\$32.00	\$32.50	1.56%	\$0.50		N	Υ	-	
Excess applicable for Insurance	\$500.00	\$508.00	1.60%	\$8.00		N	Ν		
Fuel Replacement & Administration Cost	\$50.50	\$51.50	1.98%	\$1.00	Per Litre	N	Υ		
Damage – Internal or External	CI	narges for inter	I damage to mmunity Bus	Associated Cost	N	Υ	Associated Cost		
Late Cancellation	Full scheduled booking fee				Full Scheduled Cost	N	Y		

Cost \$3.00 to \$10.00 Per Program

#### **Volunteer Transport**

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Fee Name	Year 20/21 Fee Inc GST	Fee Inc GST	Year 21/22 Fee Increase / (Decrease)	Fee Increase / (Decrease)	Unit Measure	Statutory(Y)	GST Status	Fee Description
	\$	\$	%	\$		Non Statutory(N)		
Volunteer Transport [continued]								
Volunteer Transport – Low Fee Range	Charge			w Fee Range .65 to \$11.25	Per trip	Y	N	Dependent on Destination
Volunteer Transport – Medium Fee Range	Cha			Medium Fee Range .65 to \$11.25	Per trip	Υ	N	Dependent on Destination
Care Melton Expo  Care Expo Site Fee	\$150.00	\$152.25	1.50%	\$2.25	Per Stall	N	Y	
Exhibitor cancellation fee	\$322.00	\$327.00	1.55%	\$5.00		N	Υ	•
Men's Shed								
Men's Shed – Session				- Per Session 55 To \$22.80	Per Session	Υ	N	•
Community Home Support								
CHSP – Social Support								
Social Support Individual – High Fee Range	\$51.50	\$52.27	1.50%	\$0.77	Per Session	N	N	•
Social Support - High Fee Range Community Based	\$101.00	\$103.00	1.98%	\$2.00	Per Session	Y	N	Outing including meal
Social Support – Low Fee Range Community Based	\$23.85	\$24.25	1.68%	\$0.40	Per Session	Y	N	Outing including meal
Social Support - Medium Fee Range Community Based	\$24.00	\$24.40	1.67%	\$0.40	Per Session	Υ	N	Outing including meal
Support for Carers Program – Low Fee Range	\$24.00	\$24.40	1.67%	\$0.40	Per Session	Y	N	
Social Support Individual – Low Fee Range	\$5.00	\$5.10	2.00%	\$0.10	Per Session	Y	N	

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Fee Name	Year 20/21 Fee Inc GST	Fee Inc GST		Fee Increase /	Unit Measure	Statutory(Y)	GST Status	Fee Description
	s	s	(Decrease)	(Decrease)	Wedsure	Non	Status	
						Statutory(N)		
CHSP – Social Support [continued]								
Stror - Social Support [continued]								
Social Support Individual – Medium Fee Range	\$7.20	\$7.40	2.78%	\$0.20	Per Session	Υ	N	(#)
CHSP – Social Support (Centre Based)								
Social Support – High Fee Range Centre Based	\$131.00	\$133.00	1.53%	\$2.00	Per Session	Υ	N	-
Social Support – Low Fee Range Centre Based 1	\$6.00	\$6.10	1.67%	\$0.10	Per Session	Y	N	
Social Support – Medium Fee Range Centre Based 1	\$6.00	\$6.10	1.67%	\$0.10	Per Session	Υ	N	-
Social Support – Low Fee Range Centre Based 2	\$6.00	\$6.10	1.67%	\$0.10	Per Session	Υ	N	
Domestic Assistance  Domestic Assistance – High Fee Range	\$51.50 \$6.40	\$52.50	1.94%	\$1.00	Per Hour	N	N	- Charge for Late
Domestic Assistance – Low Fee Range	\$6.40	\$6.50	1.56%	\$0.10	Per Hour	N	N	Charge for Late Cancellation
Domestic Assistance – Medium Fee Range	\$10.40	\$10.60	1.92%	\$0.20	Per Hour	Υ	N	•
Food Services								
Food Service – High Fee Range	\$28.50	\$28.95	1.58%	\$0.45	Per Meal	Y	N	-
Food Service – Low Fee Range	\$8.70	\$8.90	2.30%	\$0.20	Per Meal	Y	N	
Food Service – Medium Fee Range	\$8.70	\$8.90	2.30%	\$0.20	Per Meal	Υ	N	(4)
Personal Care								
Personal Care – High Fee Range	\$51.50	\$52.50	1.94%	\$1.00	Per Hour	Υ	N	-
Personal Care – Low Fee Range	\$5.10	\$5.20	1.96%	\$0.10	Per Hour	Y	N	-

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Fee Name	Year 20/21 Fee Inc GST \$	Fee Inc GST	Year 21/22 Fee Increase / (Decrease) %	Fee Increase / (Decrease) \$	Unit Measure	Statutory(Y) / Non Statutory(N)	GST Status	Fee Description
Personal Care [continued]								
Personal Care – Medium Fee Range	\$7.20	\$7.40	2.78%	\$0.20	Per Hour	Υ	N	-
Respite Care								
Respite - High Fee Range - In Home	\$51.50	\$52.50	1.94%	\$1.00	Per Hour	Υ	N	
Respite – Low Fee Range – In Home	\$3.60	\$3.70	2.78%	\$0.10	Per Hour	Υ	N	
Respite – Medium Fee Range – In Home	\$5.10	\$5.20	1.96%	\$0.10	Per Hour	Υ	N	
Property Maintenance								
Property Maintenance – High Fee Range	High Fo	ee Range - Mini	our - Costs for are additional	Per Hour	Υ	N	Minimum charge is \$49.50 per hour plus additional costs for materials	
Property Maintenance – Low Fee Range	Low Fee R	anges - Minimu	ur - Costs for are additional	Per Hour	Y	N	Minmum charge is \$10.10 per hour plus additional costs for materials	
Property Maintenance – Medium Fee Range	Medium Fe	e Range - Mini	mum time - 1 for Materials		Per Hour	Y	N	Minimum charge is \$18.70 per hour, plus additional cost for materials

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Fee Name	Year 20/21 Fee Inc GST	 Year 21/22 Fee Increase / (Decrease)	Fee Increase / (Decrease)	Unit Measure	Statutory(Y)	GST Status	Fee Description
	\$	\$ %	\$		Non Statutory(N)		

### **Community Planning**

### **Community Facilities**

### **Melton Community Hall**

PA System/Audio system – (no operator inc. Lecturn and Microphone and access to lighting controls) – Commercial OR Private function	\$137.50	\$140.00	1.82%	\$2.50	Per Hire	N	Y	*
PA System/Audio system – (no operator Inc. Lectern and Microphone and access to lighting controls) – Community group/Community agency	\$81.50	\$83.00	1.84%	\$1.50	Per Hire	N	Υ	-
Staff: Set Up / Service Per Officer/Per Hour	\$51.00	\$52.00	1.96%	\$1.00	Per Hour	N	Υ	-
Day booking (prior to 5pm) – Commercial OR Private function	\$94.50	\$96.00	1.59%	\$1.50	Per Hour	N	Υ	•
Day booking (prior to 5pm) – Community group/Community agency	\$55.50	\$56.50	1.80%	\$1.00	Per Hour	N	Υ	-
Evening booking (after 5pm) – Commercial OR Private function	\$107.00	\$109.00	1.87%	\$2.00	Per Hour	N	Υ	
Evening booking (after 5pm) – Community group/Community agency	\$64.00	\$65.00	1.56%	\$1.00	Per Hour	N	Υ	ce:
Bond for Auditorium	\$500.00	\$500.00	0.00%	\$0.00	Per Booking	N	N	•
Bond for Auditorium – Meeting Rooms	\$200.00	\$200.00	0.00%	\$0.00	Per Booking	N	N	
Meeting room 1 or 2/3 – Community group/Community agency – Per Hour	\$17.20	\$17.60	2.33%	\$0.40	Per Hour	N	Y	: <b>*</b>
Meeting room 1 or 2/3 – Community group/Community agency – Per Day	\$85.50	\$87.00	1.75%	\$1.50	Per Day	N	Υ	-
Meeting room 1, or 2 /3 – Commercial – Per Day	\$116.50	\$118.50	1.72%	\$2.00	Per Day	N	Y	-
Meeting room 1, or 2 /3 – Commercial – Per Hour	\$23.30	\$23.65	1.50%	\$0.35	Per Hour	N	Υ	¥
Meeting Room 4 – Commercial rate – Per Day	\$176.00	\$179.00	1.70%	\$3.00	Per Day	N	Υ	
Meeting Room 4 – Commercial rate – Per Hour	\$35.50	\$36.50	2.82%	\$1.00	Per Hour	N	Υ	-
Meeting room 4 – Community group/Community agency Per Day	\$116.50	\$118.50	1.72%	\$2.00	Per Day	N	Y	

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Fee Name	Year 20/21 Fee Inc GST	Fee Inc GST	Year 21/22 Fee Increase / (Decrease)	Fee Increase / (Decrease)	Unit Measure	Statutory(Y)	GST Status	Fee Description
	\$	\$	%	\$	c e	Non Statutory(N)		
Melton Community Hall [continued]								
Meeting room 4 – Community group/Community agency – Per Hour	\$23.30	\$23.65	1.50%	\$0.35	Per Hour	N	Υ	-
Melton Seniors Community Learning								
Permanent Community Room Hire - Community group	\$10.80	\$11.00	1.85%	\$0.20	Per Hour	N	Υ	(e)
Casual User Insurance	\$29.50	\$29.95	1.53%	\$0.45	Per Hour	N	Υ	(*)
Community Room hire – Casual Community Agency User (other than Seniors groups)	\$20.00	\$20.30	1.50%	\$0.30	Per Hour	N	Υ	
Community Room hire – Casual Community User (other than Seniors groups)	\$15.60	\$16.00	2.56%	\$0.40	Per Hour	N	Y	
Community Room hire - Casual User Bond/Private function bond	\$500.00	\$500.00	0.00%	\$0.00	Per Hire	N	N	
Community Room hire – Permanent and Casual Commercial Users OR Private function before 5pm (other than Seniors groups)	\$29.50	\$29.95	1.53%	\$0.45	Per Hour	N	Y	
Community Room hire – Permanent Community Agency users (other than Seniors groups)	\$14.40	\$14.80	2.78%	\$0.40	Per Hour	N	Υ	
Community Room hire – Permanent Community Users (other than Seniors groups)	\$10.80	\$11.00	1.85%	\$0.20	Per Hour	N	Y	-
Function hire after 5pm (other than Seniors groups)	\$62.00	\$63.00	1.61%	\$1.00	Per Hour	N	Υ	-
Community Centres								
After Function Hire Clean	\$123.50	\$125.50	1.62%	\$2.00	Per Hire	N	Υ	-
After Function Inspection	\$58.00	\$59.00	1.72%	\$1.00	Per Hire	N	Υ	-
Insurance Casual User	\$29.50	\$29.95	1.53%	\$0.45	Per Hire	N	Υ	
Community Room – Casual Community Agency User	\$20.00	\$20.30	1.50%	\$0.30	Per Hour	N	Υ	
Community Room – Casual Community User	\$15.60	\$16.00	2.56%	\$0.40	Per Hour	N	Υ	:=:
Community Room - Casual User Bond	\$500.00	\$500.00	0.00%	\$0.00	Per Hire	N	N	

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Fee Name	Year 20/21 Fee Inc GST	Fee Inc GST	Year 21/22 Fee Increase / (Decrease)	Fee Increase / (Decrease)	Unit Measure	Statutory(Y)	GST Status	Fee Description
	\$	\$	%	\$		Non Statutory(N)		
Community Centres [continued]								
Community Room – Permanent and Casual Commercial Users OR Private function before 5pm	\$29.50	\$29.95	1.53%	\$0.45	Per Hour	N	Υ	
Community Room – Permanent Community Agency users	\$14.40	\$14.80	2.78%	\$0.40	Per Hour	N	Υ	4
Community Room – Permanent Community Users	\$10.80	\$11.00	1.85%	\$0.20	Per Hour	N	Υ	-
Community Room – Function Hire after 5pm	\$62.00	\$63.00	1.61%	\$1.00	Per Hour	N	Υ	
Meeting Room hire (<20 capacity) – Casual Community Agency Users	\$15.00	\$15.40	2.67%	\$0.40	Per Hour	N	Υ	-
Meeting Room hire (<20 capacity) - Casual Community Users	\$11.40	\$11.60	1.75%	\$0.20	Per Hour	N	Y	
Meeting room hire (<20 capacity) - Casual User Bond	\$200.00	\$200.00	0.00%	\$0.00	Per Hire	N	N	-
Meeting Room hire (<20 capacity) – Permanent and Casual Commercial Users	\$26.40	\$26.80	1.52%	\$0.40	Per Hire	N	Υ	*
Meeting Room hire (<20 capacity) – Permanent Community Agency Users	\$10.80	\$11.00	1.85%	\$0.20	Per Hour	N	Υ	
Meeting Room hire (<20 capacity) - Permanent Community Users	\$9.20	\$9.40	2.17%	\$0.20	Per Hour	N	Υ	
Office Hire in Community Facilities	\$55.50	\$56.50	1.80%	\$1.00	Per Day	N	Υ	:*C
Neighbourhood House								
Casual Community – Room Hire – Community Agency	\$20.00	\$20.30	1.50%	\$0.30	Per Hour	N	Υ	(*)
Casual Community Room Hire – Community Group	\$15.60	\$16.00	2.56%	\$0.40	Per Hour	N	Υ	
Class Fee				Fee for Class	Per Hour	N	Υ	Dependent on Program 75% of Tutor Cost
Permanent & Casual Commercial Room Hire	\$29.50	\$29.95	1.53%	\$0.45	Per Hour	N	Υ	-
Permanent Community Room Hire - Community Agency	\$14.40	\$14.80	2.78%	\$0.40	Per Hour	N	Υ	

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Year 20/21 Fee Inc GST	F In- COT	Year 21/22 Fee Increase / (Decrease)	Fee	Unit Measure	Statutory(Y)	GST Status	Fee Description
\$	\$	%	\$	c c	Non Statutory(N)		

### Families & Children

### **Early Childhood Programs**

### **Family Day Care Services**

Booked Core Hours – 8am to 6pm		Fee Range (F	Hourly Rate) \$	6.95 to \$9.45	Per Hour	N	N	Booked Core Hours - 8:00am to 6:00pm
Booked Non Core Hours – 6pm to 8am		Fee Range (H	Hourly Rate) \$	7.65 to \$9.90	Per Hour	N	N	Booked Non Core Hours 6:00pm to 8:00am
Booked Weekend Care		Fee Range (H	ourly Rate) \$9	80 to \$21.30	Per Hour	N	N	Booked Weekend Care
Casual Care – Weekdays		Fee Range (H	lourly Rate) \$11	.65 to \$15.90	Per Hour	N	N	
Casual Care – Weekends		Fee Range (Hourly Rate) \$14.00 to \$21.30					N	-
Meals - Breakfast		Per Meal	N	N	-			
Meals - Dinner		Per Meal	N	N	-			
Meals - Lunch		Per Meal	N	N	) <b>-</b> :			
Meals – Snack		Per Meal	N	N	-			
Merchandise- Receipt Book	\$12.70	\$13.00	2.36%	\$0.30	Per Book	N	Υ	
Public Holiday In Care		Fee Range (H	lourly Rate) \$12	2.70 to \$21.30		N	N	
Timesheet Book	\$19.00	\$19.50	2.63%	\$0.50	Per book	N	N	*
Transport – Local Trip			Charge Range S	3.80 to \$5.60	Per Trip	N	N	-
Administration Levy	\$2.15	\$2.25	4.65%	\$0.10	Per Hour	Υ	N	Per Hour Per Child nil capping
Educator Levy	\$0.25	\$0.25	0.00%	\$0.00	Per Hour	Υ	N	Per Hour Per Child nil capping

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Fee Name	Year 20/21 Fee Inc GST	Fee Inc GST	Year 21/22 Fee Increase / (Decrease)	Fee Increase / (Decrease)	Unit Measure	Statutory(Y)	GST Status	Fee Description
	\$	\$	%	\$		Non Statutory(N)		
Occasional Care Services								
3 hour session	\$45.00	\$46.35	3.00%	\$1.35	Per hour Per child	Υ	Ν	-
3.5 hour session	\$52.50	\$54.00	2.86%	\$1.50	Per child	Y	N	
4 hour session	\$60.00	\$61.80	3.00%	\$1.80	Per child	Υ	Ν	-
Late pick up fee	\$15.00	\$15.50	3.33%	\$0.50	Per child Per 15 minutes	Υ	N	
Orientation session	\$15.00	\$15.50	3.33%	\$0.50	Per session	Υ	Ν	
Administration Levy for Enrolling in Kindergarten	\$30.00	\$31.00	3.33%	\$1.00	Per child	Υ	N	-
Centre Days	\$75.00	\$77.25	3.00%	\$2.25	Per child	Y	N	-
Excursions	\$34.70	\$35.75	3.03%	\$1.05	Per child	Υ	N	Maximum
Incursions	\$23.80	\$24.50	2.94%	\$0.70	Per child	Υ	Ν	Minimum
Late Enrolment Fee	\$22.00	\$22.50	2.27%	\$0.50	Per booking	Y	Ν	
Late Pickup Fee	\$5.00	\$5.00	0.00%	\$0.00	Per child Per minute	Υ	N	-
Recreation & Youth								
Office/Workstation Hire – Melton Youth Services – Permanent Agency User	\$1,395.00	\$1,395.00	0.00%	\$0.00	Per Day	N	Υ	Office/Workstation Hire Melton Youth Services Permanent Agency Use
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Statutory(n)		Year 20/21 Fee Inc GST \$		Year 21/22 Fee Increase / (Decrease)	Fee Increase / (Decrease) \$	Unit Measure	Statutory(Y) / Non Statutory(N)	GST Status	Fee Description
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### Recreation & Youth [continued]

Office/Workstation Hire – Youth Services – Permanent Agency User	\$6,960.00	\$6,960.00	0.00%	\$0.00	Annual – 5 days per week	N	Y	Office/Workstation Hire - Youth Services - Permanent Agency User
Teenage Holiday Program	Fee	e Range \$5 to \$	\$40- depende	ent on activity	Per Participant	N	Υ	Teenage Holiday Program

### **Athletic Facilities**

Carnivals – Regional association/combined schools carnival hire fee	\$456.00	\$463.00	1.54%	\$7.00	Per Event	N	Υ	Maximum 6 hours  Hire fee per carnival (max 6 hrs booking)
Casual use/training – commercial use (including PT, coaches) and community use from outside the municipality (including schools, clubs)	\$78.00	<b>\$</b> 79.50	1.92%	\$1.50	Per Event	N	Υ	Fee per hour for commercial hire (e.g. personal training) and communty hire from groups outside the municipality (e.g. schools, sporting clubs)
Casual use/training (local schools and clubs)	\$52.00	\$53.00	1.92%	\$1.00	Per hour	N	Υ	Fe per hour - excludes lighting
School Carnivals – Local Schools	\$306.00	\$311.00	1.63%	\$5.00	Per event	N	Y	Hire fee per carnival for local schools (max 6 hrs booking)
School Carnivals – users from outside the municipality	\$408.00	\$415.00	1.72%	\$7.00	Per event	N	Y	Hire fee per carnival for schools outside the municipality (max 6 hrs booking)
Standard equipment hire (Core equipment)	\$205.00	\$208.50	1.71%	\$3.50	Per event	N	Y	Equipment hire fee for carnivals (max 6 hrs booking)

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### MINUTES OF THE AUDIT AND RISK COMMITTEE MEETING

Item 6.7 Melton City Council Budget 2021/2022 Appendix 1 Melton City Council Budget 2021/2022

Fee Name	Year 20/21 Fee Inc GST	 Year 21/22 Fee Increase / (Decrease)	Fee Increase / (Decrease)	Unit Measure	Statutory(Y)	GST Status	Fee Description
	\$	\$ %	\$		Non Statutory(N)		

### **Caroline Springs Leisure Centre**

Court 1: Show Court: courtside seating Capacity – 300 – Commercial	\$70.50	\$73.00	3.55%	\$2.50	Per event	N	Y	Commercial Organisation Fee
Café (meetings / hire): Booking Per Hour	\$36.00	\$37.50	4.17%	\$1.50	Per hour	N	Υ	141
Café (meetings / hire): Booking Per Hour - Commercial	\$58.50	\$61.00	4.27%	\$2.50	Per hour	N	Υ	-
Court 1: Show Court: courtside seating Capacity – 300 – Community	\$42.50	\$44.00	3.53%	\$1.50	Per hour	N	Υ	-
Court 2 & 3: Booking Per Hour – Commercial	\$70.50	\$73.00	3.55%	\$2.50	Per hour	N	Υ	-
Court 2 & 3: Booking Per hour – Community Group	\$42.50	\$44.00	3.53%	\$1.50	Per hour	N	Υ	
Events / Functions: Bonds – Community Group	\$1,180.00	\$1,225.00	3.81%	\$45.00	Per booking	N	Υ	
Events / Functions: Bonds	\$586.00	\$607.00	3.58%	\$21.00	Per booking	N	Υ	
Events / Functions: Monday – Friday (5pm – 12am – 7hrs) Community	\$397.00	\$411.00	3.53%	\$14.00	Per booking	N	Υ	•
Events / Functions: Monday – Friday (5pm – 12am – 7hrs)	\$663.00	\$687.00	3.62%	\$24.00	Per booking	N	Υ	
Events / Functions: Saturday, Sunday & pubic holidays (10am – 12am = 14hrs)	\$730.00	\$756.00	3.56%	\$26.00	Per booking	N	Υ	( <b>•</b> )
Events / Functions: Saturday, Sunday and public holidays (10am – 12am = 14hrs)	\$1,140.00	\$1,180.00	3.51%	\$40.00	Per booking	N	Υ	
Bonds – MIRC	\$1,075.00	\$1,115.00	3.72%	\$40.00	Per booking	N	Υ	
Bonds – MIRD Community	\$539.00	\$558.00	3.53%	\$19.00	Per booking	N	Υ	-
Court 1: Show Court: courtside seating Capacity – 300 Commercial	\$70.50	\$73.00	3.55%	\$2.50	Per hour	N	Υ	17
Court 1: Show Court: courtside seating Capacity – 300	\$42.50	\$44.00	3.53%	\$1.50	Per hour	N	Υ	~
Court 2 & 3: Booking Per hour – Commercial	\$70.50	\$73.00	3.55%	\$2.50	Per hour	N	Υ	-
Court 2 & 3: Booking Per hour	\$42.50	\$44.00	3.53%	\$1.50	Per hour	N	Υ	
General Purpose Room Capacity – 80: Booking Per hour – Commercial	\$55.00	\$57.00	3.64%	\$2.00	Per hour	N	Υ	-
General Purpose Room Capacity – 80: Booking Per hour	\$34.50	\$36.00	4.35%	\$1.50	Per hour	N	Υ	

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Casual Pavilion Hire	\$10.60	\$11.00	3.77%	\$0.40		N	Y	Casual Pavilion Hire
Bond for hire	\$500.00	\$500.00	0.00%	\$0.00	Per booking	N	Y	Refundable
Cleaning after Pavilion Hire	\$121.50	\$123.50	1.65%	\$2.00	Per event/hire	N	Υ	Pavilion cleaning fee following casual/event hire
Hard Court Hire (Tennis & Netball) – Casual users from outside the municipality	\$13.20	\$13.40	1.52%	\$0.20	Per Court Per Hour	N	Y	Casual hire of tennis and netball courts by non-Melton groups - per court per hour
Hard Court Hire (Tennis & Netball) – Commercial Use	\$340.00	\$346.00	1.76%	\$6.00	Per month	N	Υ	Monthly fee for hire of up to 4 courts
Hard Courts (Tennis & Netball) – Seasonal use local sporting clubs	\$425.00	\$432.00	1.65%	\$7.00	Per unit	N	Υ	Includes Pavillion & Ground Use
Sports Lighting	\$25.00	\$25.50	2.00%	\$0.50	Per hour	N	Υ	
Sportsground Hire (Grass) – Casual users from outside the municipality	\$27.00	\$28.00	3.70%	\$1.00	Per hour	N	Y	2 <b>4</b> 0
Sportsground Hire (Grass) – Commercial Use, Coaching, Academies, Events	\$220.00	\$223.50	1.59%	\$3.50	Per Week	N	Υ	
Sportsground Hire (Grass) – Personal Trainers	\$110.00	\$112.00	1.82%	\$2.00	Per Month	N	Υ	-
Seasonal Use (Sportsgrounds) – local sporting clubs	\$425.00	\$432.00	1.65%	\$7.00	Per unit	N	Y	Includes Pavilion and Ground (Grass and Synthetic Surfaces) Use
Synthetic Sportsground Hire – users from outside the municipality	\$80.00	\$81.50	1.88%	\$1.50	Per hour	N	Υ	Casual hire of synthetic sportsground per hour for non-melton schools and groups - does not include lighting or pavilion access
Synthetic Sportsground Hire – City of Melton Schools and Clubs	\$25.00	\$25.50	2.00%	\$0.50	Per hour	N	Y	Hire of synthetic sportsground per hour - does not include lighting or pavilion access

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Item 12.2 Audit and Risk Committee Minutes for Meeting held on 4 August 2021 Appendix 1 Audit and Risk Committee Minutes for Meeting held on 4 August 2021

### MINUTES OF THE AUDIT AND RISK COMMITTEE MEETING

4 AUGUST 2021

Item 6.7 Melton City Council Budget 2021/2022 Appendix 1 Melton City Council Budget 2021/2022

Fee Name	Year 20/21 Fee Inc GST	Fee Inc GST	Year 21/22 Fee Increase / (Decrease)	Fee Increase / (Decrease)	Unit Measure	Statutory(Y)	GST Status	Fee Description
	\$	\$	%	\$		Non Statutory(N)		
		•						
Libraries								
Libraries Services								
Consumables								
Basic Ear Phones	\$1.89	\$2.00	5.82%	\$0.11	Each	N	Υ	
USB 8GB	\$8.90	\$9.00	1.12%	\$0.10	Each	N	Υ	
Library Bags	\$2.00	\$2.00	0.00%	\$0.00	Per bag	N	Υ	-
Programs								
Annual charge for book club membership	\$55.50	\$55.50	0.00%	\$0.00	Per Person	N	Υ	-
Per Person for some events and programs	Minim	um Charge \$2.00	). Charge varie	depending on program.	Per Person	N	Υ	-
Annual charge for book club membership – concession	\$44.00	\$44.00	0.00%	\$0.00	Per Person	N	Υ	New Fee
Faxing								
Sending ISD	Min	imum charge \$1 addi		s or part. Each 1.60 inc GST.	First 2 pages + \$1.60 inc GST for each additional page	N	Y	•
Receiving or sending fax to a local or interstate number	Min	imum charge \$4 additi	1.50 for 10 page ional page \$0.	s or part. Each 50 plus GST.	First 10 pages + \$0.50 for each additional page	N	Y	-

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Item 12.2 Audit and Risk Committee Minutes for Meeting held on 4 August 2021 Appendix 1 Audit and Risk Committee Minutes for Meeting held on 4 August 2021

### MINUTES OF THE AUDIT AND RISK COMMITTEE MEETING

4 August 2021

Item 6.7 Melton City Council Budget 2021/2022 Appendix 1 Melton City Council Budget 2021/2022

Fee Name	Year 20/21 Fee Inc GST \$	Fee Inc GST	Year 21/22 Fee Increase / (Decrease) %	Fee Increase / (Decrease) \$	Unit Measure	Statutory(Y) / Non Statutory(N)	GST Status	Fee Description
Membership								
Replacement of membership card	\$2.40	\$2.40	0.00%	\$0.00	Per item	N	Υ	Replacement cost for lost, damaged or stolen library card.
Charge for late library item returns	\$0.20	\$0.20	0.00%	\$0.00	Per item Per day	N	N	Accrues daily to maximum of \$2.00 Per item
Inter-Library Loan requests outside of Swift Consortium	\$16.50	\$16.50	0.00%	\$0.00	Per item	N	Υ	This is the standard national rate for Inter-library loans, however the library passes on to customers any further charges levied by the lending library.
Lost Damaged & Stolen Items	Replaceme	nt cost for lost, items as rec		stolen library brary database.		N	Υ	
Photocopying/Printing								
Black and white A3	\$0.40	\$0.40	0.00%	\$0.00	Per page	N	Υ	
Black and white A4	\$0.20	\$0.20	0.00%	\$0.00	Per page	N	Υ	
Colour A3	\$2.00	\$2.00	0.00%	\$0.00	Per page	N	Υ	
Colour A4	\$1.00	\$1.00	0.00%	\$0.00	Per page	N	Υ	

#### Venue Hire

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Item 6.7 Melton City Council Budget 2021/2022 Appendix 1 Melton City Council Budget 2021/2022

Per Day

Fee Name	Year 20/21 Fee Inc	Fee Inc GST	Year 21/22 Fee Increase /	Fee Increase /	Unit	Statutory(Y)		Fee Description
	GST		(Decrease)	(Decrease)	Measure	/ Non	Status	
	\$	\$	%	\$		Statutory(N)		
V								
Venue Hire [continued]								
Workstation Licence – Per Calendar Year	\$7,200.00	\$7,200.00	0.00%	\$0.00	Per Workstation	N	Y	Workstation Licence - proceeding year  Annual licence fee for community service organisation use of one desk in co -working spare
Workstation Licence – Per Quarter	\$1,800.00	\$1,800.00	0.00%	\$0.00	Per Workstation	N	Y	Workstation licence - pe quarter Quarterly Licence fee fo community service organisation, use of one desk in co working space
Bond – after hours	\$227.00	\$227.00	0.00%	\$0.00	Per Booking	N	N	•
Staff setup/Clean- Per Hour	\$51.00	\$51.00	0.00%	\$0.00	Per Hour	N	Υ	Per Staff officer
Balam Balam Seminar room – Commercial rate – Per Day	\$492.00	\$492.00	0.00%	\$0.00	Per Day	N	Υ	
Balam Balam Seminar room – Commercial rate – Per Hour	\$98.50	\$99.00	0.51%	\$0.50	Per Hour	N	Υ	
Balam Balam Seminar room – Community group/Community agency – Per Day	\$246.00	\$246.00	0.00%	\$0.00	Per Day	N	Υ	•
Balam Balam Seminar room – Community group/Community agency	\$49.50	\$50.00	1.01%	\$0.50	Per Hour	N	Υ	
Butler AV room – Commercial – Per Day	\$212.00	\$212.00	0.00%	\$0.00	Per Day	N	Υ	
Butler AV room – Commercial – Per Hour	\$43.00	\$43.00	0.00%	\$0.00	Per Hour	N	Υ	
Butler AV room – Community group/Community agency – Per Day	\$105.00	\$105.00	0.00%	\$0.00	Per Day	N	Υ	
Butler AV room – Community group/Community agency – Per Hour	\$21.00	\$21.00	0.00%	\$0.00	Per Hour	N	Υ	-
Double training room – Commercial – Per Day	\$339.00	\$339.00	0.00%	\$0.00	Per Day	N	Υ	
Double training room – Commercial – Per Hour	\$68.00	\$68.00	0.00%	\$0.00	Per Hour	N	Υ	
Double training room – Community group/Community agency –	\$164.00	\$164.00	0.00%	\$0.00	Per Day	N	Υ	-

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### MINUTES OF THE AUDIT AND RISK COMMITTEE MEETING

Item 6.7 Melton City Council Budget 2021/2022 Appendix 1 Melton City Council Budget 2021/2022

Fee Name	Year 20/21 Fee Inc GST	Fee Inc GST	Year 21/22 Fee Increase / (Decrease)	Fee Increase / (Decrease)	Unit Measure	Statutory(Y)	GST Status	Fee Description
	\$	\$	%	\$		Non Statutory(N)		

### Venue Hire [continued]

Torrad Time [continued]								
Double training room – Community group/Community agency – Per Hour	\$33.00	\$33.00	0.00%	\$0.00	Per Hour	N	Y	•
Meeting room (8 maximum capacity) - Commercial Per Day	\$116.00	\$116.00	0.00%	\$0.00	Per Day	N	Υ	-
Meeting room (8 maximum capacity) - Commercial Per Hour	\$23.50	\$24.00	2.13%	\$0.50	Per Hour	N	Υ	
Meeting room (8 maximum capacity) – Community group/Community agency – Per Hour	\$85.00	\$85.00	0.00%	\$0.00	Per Hour	N	Υ	-
Meeting room (8 maximum capacity) – Community group/Community agency – Per Hour	\$17.20	\$18.00	4.65%	\$0.80	Per Hour	N	Υ	-
Training/meeting room (20-25 maximum capacity) – Commercial Per Day	\$175.50	\$176.00	0.28%	\$0.50	Per Day	N	Υ	:•
Training/meeting room (20-25 maximum capacity) – Commercial Per Hour	\$35.50	\$36.00	1.41%	\$0.50	Per Hour	N	Υ	-
Training/meeting room (20-25 maximum capacity) – Community group/Community agency Per Day	\$116.00	\$116.00	0.00%	\$0.00	Per Day	N	Υ	~
Fraining/meeting room (20-25 maximum capacity) – Community group/Community agency Per Hour	\$23.00	\$23.00	0.00%	\$0.00	Per Hour	N	Υ	•
Triple training room – Commercial Per Day	\$362.00	\$362.00	0.00%	\$0.00	Per Day	N	Υ	-
Friple training room – Commercial Per Hour	\$73.00	\$73.00	0.00%	\$0.00	Per Hour	N	Υ	÷
Triple training room – Community group/Community agency Per Day	\$212.00	\$212.00	0.00%	\$0.00	Per Day	N	Υ	1.
Triple training room – Community group/Community agency Per Hour	\$43.00	\$43.00	0.00%	\$0.00	Per Hour	N	Υ	*
Laptop Hire	\$2.80	\$3.00	7.14%	\$0.20	Per Hire	N	Υ	-

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Item 6.7 Melton City Council Budget 2021/2022 Appendix 1 Melton City Council Budget 2021/2022

Fee Name	Year 20/21 Fee Inc GST	Year 21/22 Fee Increase / (Decrease)	Fee Increase / (Decrease)	Unit Measure	Statutory(Y)	GST Status	Fee Description
	\$	\$ %	\$		Non Statutory(N)		

### **Freedom of Information**

Freedom Of Information – Application Fee	\$29.90	\$29.90	0.00%	\$0.00	Per Application	Υ	N	-
Freedom of Information – Charge for Search and Supervision	\$22.20	\$22.20	0.00%	\$0.00	Per hour / Part Hour	Υ	N	This fee is charged to undertake a search for documents
Freedom Of Information Photocopying – Colour	\$1.10	\$1.10	0.00%	\$0.00	Per Copy	Υ	N	Freedom of Information- Colour
Freedom Of Information Photocopying – A3 Copy	\$0.60	\$0.60	0.00%	\$0.00	Per Copy	Υ	N	Freedom of Information - A3 Black
Freedom Of Information Photocopying – A4 Copy	\$0.20	\$0.20	0.00%	\$0.00	Per Copy	Υ	N	Freedom of Information - A4 Black

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#### 6.8 Draft Melton City Council Financial Plan 2021 -2031

Author: Sam Rumoro - Manager Finance Presenter: Sam Rumoro - Manager Finance

#### PURPOSE OF REPORT

Audit Committee to note Draft Melton City Council Financial Plan 2021-2031.

#### RECOMMENDATION:

That Council notes that the Audit Committee has reviewed the Report and that no further action is required, the Draft Melton City Council Financial Plan 2021-2031 is out for public consultation.

#### Recommendation 8

Cr Shannon/Ms. Gregory

That Council notes that the Audit Committee has reviewed the Report and that no further action is required, noting the Draft Melton City Council Financial Plan 2021-2031 is out for public consultation.

CARRIED

#### REPORT

### 1. Executive Summary

Section 91 of the *Local Government Act 2020* ('the Act') requires that Council must develop, adopt and keep in force a Draft Melton City Council Financial Plan 2021-2031 (Financial Plan) in accordance with its deliberative engagement practices. The scope of a Financial Plan is a period of at least the next 10 financial years.

A Financial Plan must include the following in the manner and form prescribed by the regulations:

- statements describing the financial resources required to give effect to the Council Plan and other strategic plans of the Council;
- information about the decisions and assumptions that underpin the forecasts in the statements specified in paragraph (a);
- statements describing any other resource requirements that the Council considers appropriate to include in the Financial Plan; and
- any other matters prescribed by the regulations.

A Council must develop or review the Financial Plan in accordance with its deliberative engagement practices and adopt the Financial Plan by 31 October in the year following a general election.

The Financial Plan adopted has effect from 1 July in the year following a general election.

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### 2. Background/Issues

The financial planning process helps Council to understand its resourcing requirements to deliver the required levels of service and infrastructure for the community. The Financial Plan outlines how Council will utilise available funds to deliver Council services, programs, and infrastructure, while ensuring that Council is financially sustainable over the long term. It has been prepared through a rigorous process of review by the officers, management and Councillors to ensure that it is aligned to the community vision, Asset Plan and the objectives as set out in other Council strategies and management plans required as per the Local Government Act 2020.

### 3. Audit Committee Annual Plan Reference

The Melton City Council Audit Committee Annual Plan references:

22. Long Term Financial Strategy

### 4. Financial Considerations

Council's ongoing financial sustainability will be ensured through prudent financial management as demonstrated in the attached Financial Plan with Council generating on average modestly positive operating surplus over the long term, minimal borrowings and a strong balance sheet with healthy cash reserves to meet future obligations.

#### 5. Consultation/Public Submissions

In February 2021, Melton City Council engaged a community panel to provide input into the development of four strategic documents:

- · Community Vision 2041
- Financial Plan 2021-2031
- Asset Plan 2021-2031
- · Council and Wellbeing Plan 2021-2025.

The community panel brought together 40 residents, who were representative of the community as a whole, and reflected the diversity of locations, ages and backgrounds of the City of Melton.

The community panel was asked to deliberate on the question of 'what are our aspirations for the growing City of Melton in 2041 and how should we prioritise and resource in order to get there. In response to this remit, the community panel:

- created the vision statement and title for the refreshed 20-year community vision; and
- developed principles to guide the development of the Financial Plan 2021-2031 and Asset Plan 2021-2031

The Draft Melton City Council Financial Plan 2021-2031 is out for public consultation seeking feedback on the mainly on financial strategies.

### 6. Risk Analysis

N/A

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### 7. Options

The Audit Committee:

- 1. Note the report;
- 2. Request further information/clarification if deemed necessary.

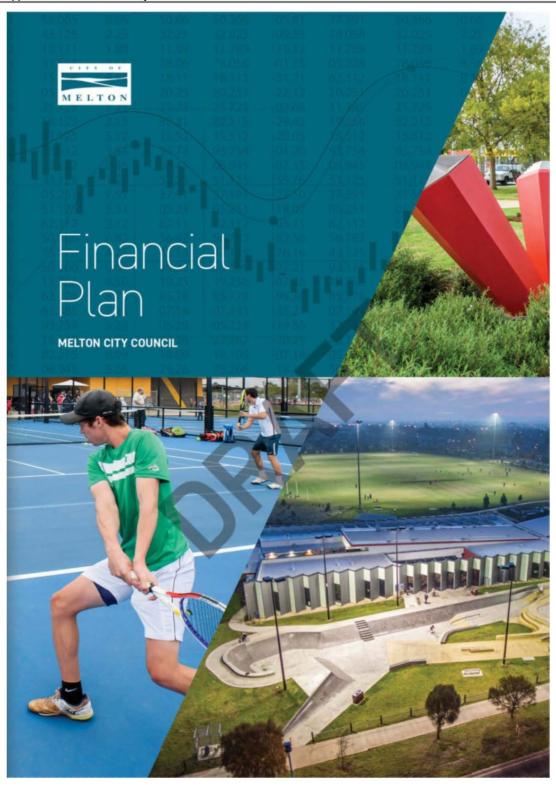
### LIST OF APPENDICES

1. Draft Melton City Council Financial Plan 2021-2031

# MINUTES OF THE AUDIT AND RISK COMMITTEE MEETING Item 6.8 Draft Melton City Council Financial Plan 2021 -2031

4 AUGUST 2021

Appendix 1 Draft Melton City Council Financial Plan 2021-2031



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MINUTES OF THE AUDIT AND RISK COMMITTEE MEETING
Item 6.8 Draft Melton City Council Financial Plan 2021 -2031
Appendix 1 Draft Melton City Council Financial Plan 2021-2031

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4 August 2021

Item 6.8 Draft Melton City Council Financial Plan 2021 -2031 Appendix 1 Draft Melton City Council Financial Plan 2021-2031

#### MESSAGE FROM THE MAYOR

It is with great pleasure that I present the *Melton City Council (Council) Financial Plan 2021-2031* which outlines Council's long-term financial plan for delivering infrastructure, programs, services, and other ongoing, positive outcomes for community.

The City of Melton is a community that is transforming into a bustling municipality where people aspire to build a home, raise a family, establish a business, and pursue a career. Much of what attracts people to our municipality stems from our state of the art facilities, exciting new estates, the beauty of our natural open spaces, and the quality of our services and infrastructure, which all contribute to making this great City a place that people want to call home.

This plan will ensure that Council's infrastructure, programs, and services are delivered in an economically optimal way, with the appropriate level of service to residents, visitors, and the environment. It also demonstrates Council's financial sustainability and confirms that our community's aspirations are at the heart of everything that we do. By outlining our priorities, this plan also ensures Council continues to be accountable and transparent in all our financial activity, decision-making and governance.

The Financial Plan 2021-2031 is a key document that is underpinned by the community vision and complements the Council and Wellbeing Plan 2021-2025 and the Asset Plan 2021-31. Together these documents guide the long-term sustainability of Council, while also demonstrating our willingness to work collaboratively and creatively with community groups, stakeholders, volunteers, businesses, and residents, to develop solutions to the challenges we face as one of Australia's fast-growing cities.

This plan further strengthens Council's position as a leader in responsible and transparent fiscal management, further setting a benchmark by delivering on Council's new deliberative engagement requirements under the *Local Government Act 2020*.

We continue to work with partners, and key stakeholders, to develop relationships that strengthen our capacity to plan and deliver timely infrastructure and services that continue to position us in a global context, all while respecting our cultural heritage.

As Mayor, I know the *Financial Plan 2021-2031* will go a long way towards transforming ours into a flourishing and prosperous City, and I look forward to seeing its outcomes become a reality in the coming years.

Cr Kathy Majdlik

Mayor, City of Melton

Melton City Council

Draft Financial Plan 2021-2031

4 August 2021

Item 6.8 Draft Melton City Council Financial Plan 2021 -2031 Appendix 1 Draft Melton City Council Financial Plan 2021-2031

### BACKGROUND

Council is one of the fastest growing municipalities in Australia, offering urban and rural lifestyles. Council embraces a series of townships and communities, the larger towns being Caroline Springs and Melton. Caroline Springs is 19 kilometres west of Melbourne's Central Business District and Melton is 35 kilometres west of Melbourne's CBD and 15 minutes west of the Western Ring Road.

Other communities are Aintree, Bonnie Brook, Brookfield, Burnside, Burnside Heights, Cobblebank, Deanside, Diggers Rest, Exford, Eynesbury, Fieldstone, Fraser Rise, Grangefields, Harkness, Hillside, Kurunjang, Melton South, Melton West, Mount Cottrell, Parwan, Plumpton, Ravenhall, Rockbank, Strathtulloh, Taylors Hill, Thornhill Park, Toolern Vale, Truganina and Weir Views.

The City is bounded by five other municipalities: Moorabool Shire Council to the west, Macedon Ranges Shire Council to the north, Hume City Council and Brimbank City Council to the east, and Wyndham City Council to the south.

The population of Melton City has increased significantly in the past twenty years and it is predicted that this high level of growth shall continue over the next 30 years. with an eventual predicted build-out of the City by 2051 with an estimated population of 485,061 residents.

In 2017, 11 new suburbs were announced within the municipality that will be required to accommodate the anticipated population growth.

10,348

Over 10,348 businesses registered and operating in the Melton City Council

52 🗚

52 babies are born each week with more than 70% of the population under 49 years of age 29%

of Melton businesses employing between 1 to 19 employees

130 🔊

High rate of people born overseas representing more than 100 nations speaking over 130 different languages 33yrs

One of the youngest municipalities with the median age of residents sitting at 33 years

39,887 🚨

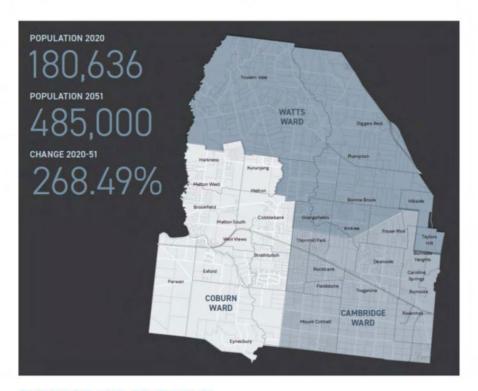
Of the 39,887 hectares designated in the Urban Growth Zones around Melbourne, the highest number is allocated to the City of Melton (over 10,000Ha)

Melton City Council

Draft Financial Plan 2021-2031

4 August 2021

Item 6.8 Draft Melton City Council Financial Plan 2021 -2031
Appendix 1 Draft Melton City Council Financial Plan 2021-2031



### PURPOSE AND OBJECTIVE

Under the Local Government Act 2020, Council must develop a 10-year Financial Plan. The Financial Plan 2021-2031 covers all aspects of Council's role including the delivery of programs and services, building new infrastructure, as well as the maintenance of roads, footpaths, bike paths, buildings, and parks.

The financial planning process helps Council to understand its resourcing requirements to deliver the required levels of service and infrastructure for the community. The *Financial Plan 2021-2031* outlines how Council will utilise available funds to deliver Council services, programs, and infrastructure, while ensuring that Council is financially sustainable over the long term. It has been prepared through a rigorous process of review by the officers, management and Councillors to ensure that it is aligned to the community vision, *Asset Plan 2021-2031* and the objectives as set out in other Council strategies and management plans required as per the *Local Government Act 2020*.

Melton City Council

Draft Financial Plan 2021-2031

4 August 2021

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#### PLAN OUTLOOK

Council has a strong track record of sound management of the City of Melton's fiscal resources. This has left Council well positioned to navigate significant challenges over the next decade (refer to 2.4 Other Matters impacting the 10-year financial projections) including the:

- · impact of new developments on Council finances; and
- · challenges that rate capping poses on Council's long-term financial sustainability.

Council's ongoing financial sustainability will be ensured through prudent financial management as demonstrated in this *Financial Plan* with Council generating on average modestly positive underlying surplus over the long term, minimal borrowings and a strong balance sheet with healthy cash reserves to meet future obligations (refer to 2.1 Financial Policy Statements):

average underlying result: surplus \$5.6m
average working capital ratio: 4.88
average borrowing costs *divided by* to rate revenue: 1.2%
average unrestricted Working capital: \$49.6m
average year on year growth in PPE\* 8.1%

Council has a heavy responsibility for the stewardship and governance of the assets entrusted to it by the community and the *Financial Plan 2021-2031* seeks to represent a continuation of those efforts

Council encourages everyone to look through the document and understand how it plans to continue to sustainably fund a wide variety of quality infrastructure projects, initiatives, and services for the City of Melton.

#### **GUIDING PRINCIPLES**

The Financial Plan 2021-2031 has been prepared in accordance with a number of guiding principles. These include nine, overarching community principles which were developed by a community panel as part of a deliberative engagement process and are supported by six strategic planning principles, four financial management principles and four service performance principles, all of which are outlined in this document.

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<sup>\*</sup>Property, infrastructure, plant and equipment

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### 1. LEGISLATIVE REQUIREMENTS

This section describes how the *Financial Plan* links to the achievement of the community vision and the *Council and Wellbeing Plan* within the Integrated Strategic Planning and Reporting framework. This framework guides Council in identifying community needs and aspirations over the long term (community vision), medium term (*Council and Wellbeing Plan*) and short term (annual budget) and then holding itself accountable (annual report).

The following diagram provides an overview of the core legislated elements of an integrated strategic planning and reporting framework and outcomes.



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### 1.1. STRATEGIC PLANNING WITH OUR COMMUNITY

In February 2021, Melton City Council engaged a community panel to provide input into the development of four strategic documents:

- Community Vision 2041
- Financial Plan 2021-2031
- Asset Plan 2021-2031
- Council and Wellbeing Plan 2021-2025

The community panel brought together 40 residents, who were representative of the community as a whole, and reflected the diversity of locations, ages, and backgrounds of the City of Melton.

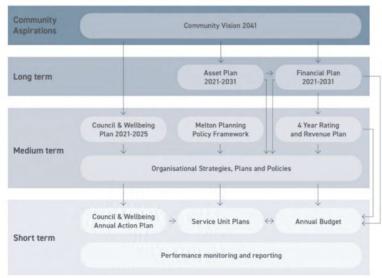
The community panel was asked to deliberate on the question of 'what are our aspirations for the growing City of Melton in 2041 and how should we prioritise and resource in order to get there?' In response to this remit, the community panel:

- · created the vision statement and title for the refreshed 20-year community vision
- developed principles to guide the development of the Financial Plan 2021-2031 and Asset Plan 2021-2031
- prioritised the strategies to be implemented within the Council and Wellbeing Plan 2021-2025.

The community panel was key to ensuring the community's voice was at the heart of Council's strategic planning. It was an exciting new approach to engaging the community and forms part of Council's deliberative engagement requirements under the *Local Government Act 2020*.

Council's Integrated Planning and Reporting Framework below outlines the relationship between these documents and highlights the importance of the community vision as the pinnacle of Council's strategic planning framework.

#### MELTON CITY COUNCIL INTEGRATED PLANNING AND REPORTING FRAMEWORK



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#### THE ROLE OF THE COMMUNITY PANEL

As part of the community panel's role, members contributed to the development of these nine principles which will guide Council's financial management decisions.

#### COMMUNITY-FOCUSED

Council will respond to the diverse and changing needs of the community and make decisions based on these needs.

#### **EQUITY AND INCLUSION**

Council will deliver services and infrastructure that are equitable, accessible, and encouraging of community participation.

#### QUALITY

Council will deliver services and infrastructure that are safe, sustainable and fit for purpose, and seek to continuously improve them based on community needs and feedback.

#### **LEADERSHIP**

Council will identify and address changing circumstances, make informed decisions about how to best allocate resources for current and future needs, and seek to provide stability in the financial impact on the community.

#### **COMMUNITY VOICES**

Council will listen to the perspectives of the community to inform decisions, encourage an open and transparent dialogue, and work to achieve the community's vision as outlined in Melton City 2041 – The City We Create.

#### HEALTH AND WELLBEING

Council will make decisions that promote community health and wellbeing.

#### INNOVATION

Council will strive to deliver best-practice and evidence-informed services and infrastructure, invest in technology, and attract new business and services to the City.

#### SUSTAINABILITY

Council will undertake responsible spending and investment to manage financial, social and environmental sustainability.

#### INTEGRATION

Council will take an integrated, long-term and transparent approach to planning, and coordinate with and advocate to local, state and federal government.

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#### 1.2. STRATEGIC PLANNING PRINCIPLES

The Financial Plan 2021-2031 provides a financially sustainable roadmap that will facilitate the implementation of actions outlined within the Council Plan, and ultimately realises the aspirations detailed in our community vision.

It is a long-term plan to finance the projects, initiatives and programs that our community thinks are most important for our City. The *Financial Plan 2021-2031* has been developed in the context of the following strategic planning principles:

- Council has an integrated approach to planning, monitoring and performance reporting.
- b) Council's Financial Plan addresses the community vision by funding the aspirations of the Council and Wellbeing Plan. The Council and Wellbeing Plan aspirations and actions are formulated in the context of the community vision.
- c) The Financial Plan statements articulate the 10-year financial resources necessary to implement the goals and aspirations of the Council and Wellbeing Plan to achieve the community vision.
- d) Council's strategic planning principles identify and address the risks to effective implementation of the *Financial Plan*. The financial risks are included at section 1.3.2 below.
- e) The Financial Plan provides for the strategic planning principles of progress monitoring of progress and reviews, to identify and adapt to changing circumstances. Council will identify and address changing circumstances, make informed decisions about how to best allocate resources for current and future needs, and seek to provide stability in the financial impact on the community.

#### 1.3. FINANCIAL MANAGEMENT PRINCIPLES

The Financial Plan 2021-2031 demonstrates the following financial management principles:

- 1.3.1. Revenue, expenses, assets, liabilities, investments, and financial transactions are managed in accordance with Council's financial policies and strategic plans.
- 1.3.2. Management of the following financial risks:
  - a) the financial viability of the Council (refer to section 2.1 Financial Policy Statements).
  - b) the management of current and future liabilities of the Council. The estimated 10 year- liabilities are disclosed in section 3.2 Balance Sheet projections.
  - c) the beneficial enterprises of Council (where appropriate).
- 1.3.3. Financial policies and strategic plans are designed to provide financial stability and predictability to the community.
- 1.3.4. Council maintains accounts and records that explain its financial operations and financial position (refer section 3 Financial Statements)

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#### 1.4. SERVICE PERFORMANCE PRINCIPLES

Council services are designed to target to community needs and provide value for money outcomes for residents. The service performance principles are listed below:

- a) Services are provided in an equitable manner and are responsive to the diverse needs of the community. The Council and Wellbeing Plan is designed to identify the key services and projects to be delivered to the community. The Financial Plan provides the mechanism to demonstrate how the service aspirations within the Council and Wellbeing Plan may be funded.
- b) Services are accessible to the relevant users within the community.
- c) Council provides quality services that provide value for money to the community. The Local Government Performance Reporting Framework (LGPRF) is designed to communicate Council's performance regarding the provision of quality and efficient services.
- d) Council is developing a performance monitoring framework to continuously improve its service delivery standards.

#### 1.5. ASSET PLAN INTEGRATION

Integration with the Asset Plan is key to the development of Council's strategic financial planning principles. These have been designed to ensure future funding is allocated in a way that supports service delivery, and the effective management of Council's assets into the future.

The Asset Plan identifies the operational and strategic practices which will ensure that Council manages assets across their life cycle in a financially sustainable manner. The Asset Plan, and associated asset management policies, provide Council with a sound base to understand the risk associated with managing its assets for the community's benefit.

The Asset Plan is designed to inform the 10-year Financial Plan by identifying the amount of capital renewal, and maintenance funding that is required over the life of each asset category. The level of funding will incorporate knowledge of asset condition, the risk assessment issues as well as the impact of reviewing and setting intervention and service levels for each asset class.

In addition to identifying the operational and strategic practices that ensure that Council manages assets across their life cycle in a financially sustainable manner, the *Asset Plan* quantifies the asset portfolio and the financial implications of those practices. Together, the *Financial Plan* and *Asset Plan* seek to balance projected investment requirements against projected budgets.

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### MINUTES OF THE AUDIT AND RISK COMMITTEE MEETING

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#### 2. Financial Plan Context

This section describes the context and external / internal environment and consideration in determining the 10 year financial projections and assumptions.

2.1 Financial Policy Statements

This section defines the measures that demonstrates Council's financial sustainability in order to fund the aspirations of the Community Vision and the Council Plan.

Policy Statement	Measure	Target	Forecast Actual										
Policy Statement	Measure	Tar	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Achieve on average modestly positive adjusted underlying result over the medium to long term		Above \$0m	\$1.9m	(\$3.6m)	\$5.1m	\$15.5m	\$17.7m	\$10.3m	\$5.4m	\$3.5m	\$1.3m	\$0.6m	\$0.0m
Ensure Council maintains suffient working capital to meet its debt obligations as they fall due	Current assets/Current Liabilities greater than 1.25	Above 1.25	5.44	5.63	5.77	6.34	4.98	4.95	4.16	4.13	4.74	4.62	3.53
Council will be conservative in its borrowings	Non-current liabilities / Own Source Revenue below 60%	Below 60%	17.3%	18.7%	13.6%	10.7%	9.3%	8.1%	8.0%	6.1%	6.4%	5.3%	5.2%
Council will maintain debt servcing oblogations in line with rate income and growth of the municipality.	Borrowing Costs / Rate revenue to remain below 5%	Below 5%	0.4%	0.4%	0.3%	0.2%	0.1%	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%
Provide capital projects to meet the requirements of a growing municipality	Year on year growth in property, infrastructure, plant & equipment at rate comparable to municipal growth	Above 4.5%	12.5%	11.3%	9.5%	7.4%	11.2%	9.6%	7.5%	6.7%	6.0%	6.5%	5.5%

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#### 2.2 Strategic Actions

Below is a list of strategic actions that disclose Council's key financial strategies over the next ten years. By adopting these strategic actions in conjunction with the annual adoption of the Financial Plan, council is demonstrating its key financial strategies in order to ensure ongoing financial sustainability.

- 1) That council adopt the budgeted statement of financial performance (Comprehensive Income Statement); statement of financial position (Balance Sheet); statement of cash flows (Cash Flow) as an integral part of the budget setting process for current and future budgets.
- 2) Council maintains on average modestly positive adjusted underlying result over the medium to long term.
- Proceeds from the sale of land from Atherstone Joint Venture set aside in the Infrastructure & Strategic Investment reserve for major capital works and investments to diversify Council's income streams and reduce reliance on rates income.
- 4) Council reviews, develops and implements optimal pricing models and fees to ensure appropriate fees and charges for Council services.
- 5) Assess and recommend opportunities for the strategic acquisition of land for development.
- 6) Undertake strategic procurement activities which analyse and benchmark contract costs to identify opportunities for savings.
- 7) Develop a strategy and process to maximise the use of funds received from Developer Contributions to fund Community Infrastructure while minimising the Council's exposure to the increase in land values.
- 8) Council to invest in information technology to improve the efficiency of services to its growing community, to enable greater levels of productivity across Council staff and service providers.
- 9. Council progressively reviewing all of its key services to ensure that the community is receiving value for money. Council regularly review its services in detail to ensure that it is operating efficiently and delivering the services required by the community.
- 10) Council maximise income from grant funding from the Federal and State Governments to fund required infrastructure.

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#### 2.3 Assumptions to the financial plan statements

This section presents information regarding the assumptions to the Comprehensive Income Statement for the 10 years from 2021/22 to 2030/31. The assumptions comprise the annual escalations / movement for each line item of the Comprehensive Income Statement.

Escalation Factors % movement	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
CPI	1.50%	1.75%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Growth	4.27%	4.27%	4.27%	4.27%	4.27%	4.27%	4.27%	4.27%	4.27%	4.27%
Rates and charges	7.13%	16.22%	14.31%	9.77%	3.69%	6.00%	7.53%	6.90%	6.87%	7.76%
Statutory fees and fines	(1.97%)	21.52%	8.51%	5.83%	5.59%	8.76%	7.28%	7.13%	8.19%	8.19%
User fees	12.10%	7.77%	2.87%	2.33%	2.73%	0.41%	2.89%	2.50%	2.88%	2.87%
Grants - Operating	(12.66%)	3.00%	3.25%	3.25%	3.25%	3.25%	3.25%	3.25%	3.25%	3.25%
Grants - Capital	(52.03%)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Contributions - monetary	23.79%	(38.72%)	(4.92%)	(14.51%)	18.15%	(9.28%)	(8.53%)	(1.61%)	10.90%	(29.36%)
Contributions - non-monetary	(25.69%)	19.39%	(21.33%)	27.18%	(6.94%)	(9.71%)	14.91%	(0.39%)	(15.72%)	(35.73%)
Other income	30.67%	8.41%	10.84%	5.73%	9.22%	9.06%	6.32%	5.84%	5.94%	5.94%
Employee costs	15.41%	6.41%	5.84%	4.99%	5.53%	4.64%	5.31%	4.77%	5.18%	5.18%
Materials and services	3.16%	7.57%	6.25%	8.58%	6.69%	9.03%	8.88%	8.22%	6.90%	6.90%
Depreciation & Amortisation	7.02%	12.77%	8.55%	7.93%	10.37%	8.78%	7.41%	6.99%	7.06%	6.48%
Other expenses	(7.73%)	(7.31%)	(15.53%)	(20.55%)	(7.99%)	(2.91%)	(4.33%)	(0.55%)	2.58%	(4.10%)

### 2.3.1 Rates and charges

Base rate revenue will increase by 1.5% for the 2021/22 year, based on the state government rate cap, with estimated future annual increases of 1.75% in 2022/23, and 2% per annum thereafter in line with projected inflation. The remaining increase in rates and charges is largely driven by supplementary rate growth increases which is estimated based on growth in rateable property assessments over a 10 year period.

Waste charges are proposed to increase in line with costs relating to kerbside waste collection.

#### 2.3.2 Statutory fees and fines

Council has prepared projections of statutory fees based a service planning which incorporated growth indicators relevant to each individual business unit resulting in bottom up forward estimates rather than formula driven escalations. Escalations are reflective of population and housing growth in the municipality, in conjunction with indexation of statutory fees, set by legislation, which is projected to escalate at CPI.

#### 2.3.3 User fees

Revenue from user fees is largely based a service planning exercise which incorporated growth indicators relevant to each individual business unit resulting in bottom up forward estimates rather than formula driven escalations.

### 2.3.4 Grants

Operating grant increases for the ensuing years are based on a conservative annual rate of increase of CPI plus 1.25% to reflect growth within the municipality; while capital grants, which due to being inherently unpredictable have been modelled at 2021/22 rates and no escalations ensuing.

#### 2.3.5 Contributions

Council receives contributions from developers. These contributions represent funds to enable council to provide the necessary infrastructure and infrastructure improvements to accommodate development growth. The contributions are for specific purposes and often require Council to outlay funds for infrastructure works sometimes before receipt of this income source. These contributions are statutory contributions and are transferred to the Community Infrastructure reserve until utilised for a specific purpose through the capital works program or delivered as works in kind by developers.

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#### 2.3.6 Other income

Revenue from other income mainly comprises investment income plus the recovery income from a variety of sources and rental income received from the hire of Council buildings.

#### 2.3.7 Employee costs

The 2021/22 increase in employee costs mainly reflects the:

- \*\* Impact of unfilled vacancies across Council in 2020/21. The budget for 2021/22 is based on the assumption that every position will be filled throughout the year and Council will not have any savings derived from vacancies.
- \*\* Current Enterprise Bargaining Agreement (EBA) increase in 2021/22 at an increment of 2.5%.
- \*\* Increase in the Superannuation Guarantee from 9.5% in 2020/21 to 10% in 2021/22.
- \*\* Transition of contractor staff to permanent FTE.

Increases in the ensuing years, from 2022/23 to 2030/31 were based a service planning exercise which incorporated growth indicators relevant to each individual business unit and modelled the estimates of future FTE required for marginal increases to delivery of services, and escalated by expected EBA and Wage Price Index increases. This resulted in a bottom up forward estimates rather than formula driven escalations.

#### 2.3.8 Materials and services

Materials and services costs are largely based a service planning exercise which incorporated growth indicators relevant to each individual business unit resulting in bottom up forward estimates rather than formula driven escalations. Material costs include items required for the maintenance and repairs of Council buildings, roads, drains and footpaths which are more governed by market forces. Council has large capital works programs planned over the next ten years to cater for the rapidly growing

Council also utilises external expertise on a range of matters, including legal services and audit, and outsource large contracts such as waste management which on aggregate are expected to grow as our municipality grows.

#### 2.3.9 Depreciation & amortisation

Depreciation estimates have been based on the projected impact of capital expenditure, disposals, contributed assets and expected asset life for the planning period.

municipality, which in turn impact the operating expenses related to holding and operating these council assets.

#### 2.3.10 Borrowing costs

Borrowing costs comprise the interest expense to service Council's loan portfolio that is described in Section 5.1 Borrowing Plan.

#### 2.3.11 Other expenses

Other expenses include administration costs such as a loss on sale of financial assets, and other miscellaneous expenses. The decrease in these expenses is largely driven by the decrease in borrowing costs as Council repays debt.

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#### 2.4 Other Matters impacting the 10-year financial projections

#### 2.4.1 Impact of new developments for Council Finances

In 2018-2019 the City of Melton grew at 5.2 per cent and was the second fastest growing municipality in Victoria. Population projections indicate that the City of Melton population will be in the vicinity of 485,000 by 2051. With much of the growth stemming from new development of land such as Council's initiative Atherstone Estate, Council will need to provide new facilities and increase services to satisfy the needs of the changing and growing community.

New development of land requires new infrastructure such as roads, footpaths, drainage and community facilities to meet the future needs of the community. New Development represent a challenge to Council's Financial Plan because as a growing council, while we do receive developer contributions in the form of both in-kind gifting of infrastructure, and monetary contributions, Council generally has to fund shortfalls with regard to community infrastructure in new suburb developments. Further, Council is also than obligated to service and maintain them.

At present, Council funding of Infrastructure cash shortfalls relating to known DCP developments are projected to peak in peaking 2030 - 2035 at approximately \$160 million - \$200 million, while funding shortfall under new ICP to be determined but are expected to be material.

Council builds or receives from developers over \$150 million in assets annually. As these new assets age, Council will be responsible for maintaining and renewing them. This is not a major issue in the short to medium term whilst infrastructure is new, however as infrastructure ages, a large portion of Council's budget will be required to pay for renewal works leading to Council becoming increasingly reliant on State and Federal grant funding for new works.

#### 2.4.2 Challenges that Rate Capping poses on Council Finances

In 2016, the Victorian Government introduced rate capping to restrict the amount that councils can raise their rates each year. The rate cap is set each year by the Minister for Local Government and has ranged in the 1.5-2.5% range since inception. The rate cap applies to the percentage increase in a council's average general rate and municipal charge.

Rate capping of 1.5% has been set 2021/22.

The services delivered by Council are mainly delivered through people (both Council employees and service contractors). Employee and labour costs increase at a rate that is usually greater than the Consumer Price Index (CPI). In addition, the growth in population numbers across the community and increasing demand for services means that additional people, materials and equipment are required by Council to meet these demands.

Rate Capping reinforces that Council must be financially prudent in anticipating the long term future service and infrastructure needs of the community. Council will not have the sole discretion to simply raise Rates Revenue in proportion to expenditure which may grow faster than the rate cap, resulting in a budget shortfall. Such a shortfall may quickly compound over a number of years and poses a serious potential risk to Council's ability to continue delivering the services the community requires and expects.

#### 2.4.3 What Council is doing to address revenue constraints

- 1. Council officers are continually looking at ways to operate more efficiently and finding costs savings
- 2. Council is investing in information technology to improve the efficiency of services to its growing community, which enables greater levels of productivity across Council staff and service providers.
- 3. Council is also progressively reviewing all of its key services to ensure that the community is receiving value for money. Council regularly reviews its services in detail to ensure that it is operating efficiently and delivering the services required by the community.
- 4. Council is constantly looking for additional grant funding from the Federal and State Governments to fund infrastructure
- 5. Council reviews its fees and charges to reduce the reliance on rates (which is shared by all property owners).
- 6. Council is looking at initiatives to diversify its revenue sources away from rates revenue to lessen the burden on ratepayers. An example of this is the establishment by Council of the Infrastructure and Strategic Investments Reserve. This Reserve utilises proceeds from the Council owned Atherstone development in Cobblebank to fund major infrastructure for the community and generate additional income.

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3.1 Comprehensive Income Statement

	Assumptions	Actual	Forecast						2026/27				2030/31
		2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26		2027/28	2028/29	2029/30	
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income													
Rates and charges	4.1.1	124,313	134,585	146,436	168,155	190,302	207,855	216,508	229,986	247,428	264,820	283,360	305,435
Statutory fees and fines	4.1.2	10.450	10.124	9.924	12.060	13.086	13.849	14.623	15.904	17.063	18.280	19,777	21,396
User fees	4.1.3	9.652	9.857	11.049	11,907	12,249	12,535	12,877	12,930	13.304	13.636	14.028	14,378
Grants - Operating	4.1.4	30.006	36.972	32,290	33,259	34,340	35,456	36,608	37,798	39,026	40,294	41,604	42,956
Grants - Capital	4.1.4	8,659	20,262	9,720	9,720	9,720	9,720	9,720	9,720	9.720	9,720	9,720	9,720
Contributions - monetary	4.1.5	63,127	78,314	96,942	59,404	56,483	48,287	57,052	51,758	47,343	46,582	51,658	36,493
Contributions - non monetary	4.1.5	211,065	220,150	163,601	195,316	153,650	195,414	181,847	164,185	188,659	187,930	158,382	101,792
Net gain (loss) on disposal of property, infrastructure, plant and equipment		(11,114)	9,975	12,415	16,274	10,863	14,506	11,905	-	-	-	-	-
Fair value adjustments for investment property		(228)	-	-	-	-	-	-	-	-	-	-	-
Share of net profits/(losses) of associates and joint ventures													
Other income	4.1.6	9,620	5,505	7,194	7,434	8,021	7,835	8,016	8,179	8,127	7,831	7,267	6,314
Total income	_	455,549	525,745	489,571	513,529	488,713	545,456	549,156	530,461	570,670	589,093	585,797	538,483
Expenses													
Employee costs	4.1.7	53,805	60,059	69,316	73,756	78,062	81,961	86,497	90,512	95,322	99,873	105,051	110,497
Materials and services	4.1.8	91,701	91,089	93,965	101,074	107,395	116,613	124,418	135,649	147,692	159,831	170,860	184,903
Depreciation	4.1.9	38,994	42,122	45,078	50,836	55,185	59,561	65,736	71,507	76,804	82,171	87,974	93,673
Amortisation - intangible assets	4.1.9	327	327	327	327	327	327	327	327	327	327	88	-
Amortisation - right of use assets	4.1.9	127	348	676	676	683	689	717	749	753	776	816	822
Bad and doubtful debts		436	678	440	448	457	466	476	485	495	505	515	525
Borrowing costs	4.1.10	632	525	646	550	375	201	125	82	66	49	33	16
Finance Costs - leases	4.1.10	10	27	32	40	44	29	40	54	34	38	59	41
Other expenses	4.1.11	606	(17)					-	-			-	
Total expenses		186,638	195,159	210,481	227,707	242,529	259,847	278,336	299,366	321,492	343,570	365,396	390,477
Surplus/(deficit) for the year	_	269.910	330.586	279.090	285.822	246,185	285.610	270.820	231,095	249,177	245,523	220,401	148,006
	_	200,010	555,555	210,000	EGOJOEE	2.10,100	200,010	210,020	201,000	8-10,117	E-10,0E0	220,701	-10,000
Other comprehensive income tems that will not be reclassified to surplus of deficit in future periods	,												
Net asset revaluation increment /(decrement) Share of other comprehensive income of		(7,200)	45,781	50,955	55,796	59,914	66,595	73,018	78,492	83,745	88,757	94,498	99,647
ssociates and joint ventures		-		-		-	-	-	-	-		-	
tems that may be reclassified to surplus or deficit in future periods detail as appropriate)		-				-		-	-	-	-	-	-
Total comprehensive result	_	261,710	376.367	330.045	341,618	306,099	352,205	343,838	309,587	332,922	334,281	314,899	247,65

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3.2 Balance Sheet

	Actual	Forecast										
	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000
Assets	\$ 000	\$ 000	\$ 000	\$ 000	\$ 000	\$ 000	\$ 000	\$ 000	\$ 000	\$ 000	\$ 000	\$ 000
Current assets												
Cash and cash equivalents	146,866	329,872	328.295	366,834	418,984	368,939	297.073	291,215	293.797	304,390	258,778	190,58
Trade and other receivables	43.867	45.377	58.419	57,419	57.443	65.445	71,536	78.330	83.894	91,481	86.771	90.83
Other financial assets	104,334	40,377	30,410	57,415	57,445	05,445	71,000	70,330	05,004	01,401	00,771	00,00
Inventories	41	40	24	6	6	6	4					
Non-current assets classified as held for sale	1,618	1,183	2,662	1,792	1,792	762	22	0	0	0	0	
Other assets	14,432	16,040	19,551	26,218	25,506	19,132	17,477	1,494	1,539	1,585	1,633	1,68
Total current assets	311,158	392,512	408,951	452,269	503,731	454,285	386,112	371,039	379,230	397,456	347,181	283,10
Non-current assets												
Other financial assets												
Inventories	67	45	21	16	10	4						
Property, infrastructure, plant & equipment	2,509,570	2,822,843	3,142,312	3,440,427	3,693,846	4,105,832	4,501,880	4,839,701	5,163,943	5,473,421	5,827,721	6,145,46
Right-of-use assets	613	1,113	1,037	1,635	1,076	1,160	1,990	1,241	624	1,664	1,403	90
Investment property	7,175	7,280	7,380	7,490	7,600	7,710	7,820	7,930	8,040	8,160	8,280	8,40
Intangible assets	3,031	2,704	2,377	2,050	1,723	1,396	1,069	742	415	88		
Total non-current assets	2,520,456	2,833,985	3,153,127	3,451,617	3,704,254	4,116,102	4,512,759	4,849,614	5,173,022	5,483,333	5,837,404	6,154,77
Total assets	2,831,614	3,226,498	3,562,078	3,903,886	4,207,985	4,570,387	4,898,871	5,220,653	5,552,252	5,880,789	6,184,585	6,437,87
Liabilities												
Current liabilities												
Trade and other payables	35,942	48,563	45,116	47,745	54,087	66,875	54,025	64,748	67,290	58,712	49,321	54,75
Trust funds and deposits	8,946	8,350	8,294	8,298	8,312	8,310	8,253	8,322	8,242	8,298	8,265	8,29
Provisions	11,846	12,202	12,568	12,945	13,333	13,733	14,145	14,570	15,007	15,457	15,921	16,39
Interest-bearing liabilities	2,306	2,402	6,143	8,748	3,065	1,748	825	825	825	825	825	
Lease liabilities	255	595	531	674	674	610	736	719	506	633	777	63
Total current liabilities	59,295	72,112	72,653	78,411	79,471	91,276	77,984	89,183	91,869	83,925	75,108	80,08
Non-current liabilities												
Trade and other payables			0	0	0	0	0	0	0	0	0	
Trust funds and deposits	9,245	17,128	15,146	15,291	15,769	15,687	13,661	16,114	13,260	15,280	14,091	15,01
Provisions	1,668	1,739	1,813	1,890	1,970	2,054	2,142	2,233	2,327	2,426	2,529	2,63
Interest-bearing liabilities	10,674	8,272	15,185	8,937	5,872	4,124	3,299	2,474	1,650	825	(0)	
Lease liabilities	384	531	521	980	427	567	1,267	545	119	1,026	650	27
Total non-current liabilities	21,971	27,670	32,665	27,098	24,039	22,432	20,369	21,366	17,356	19,557	17,270	17,92
Total liabilities	81,266	99,782	105,317	105,509	103,510	113,707	98,353	110,549	109,225	103,482	92,378	98,01
Net assets	2,750,348	3,126,716	3,456,760	3,798,377	4,104,475	4,456,680	4,800,518	5,110,105	5,443,027	5,777,307	6,092,207	6,339,86
Equity												
Accumulated surplus	1,584,786	1,877,983	2,091,838	2,351,519	2,575,982	2,939,705	3,218,402	3,514,767	3,790,334	4,052,065	4,287,538	4,435,54
Reserves	1,165,562	1,248,732	1,364,921	1,446,858	1,528,493	1,516,975	1,582,116	1,595,337	1,652,692	1,725,242	1,804,669	1,904,31
Total equity	2,750,348	3,126,716	3,456,759	3,798,377	4,104,475	4,456,680	4,800,518	5,110,105	5,443,027	5,777,307	6,092,207	6,339,86

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3.3 Statement of Changes in Equity

	Total	Accumulated Surplus	Revaluation Reserve	Other Reserves	Total	Accumulated Surplus	Revaluation Reserve	Other Reserves			
	\$'000	\$1000	\$'000	\$'000	\$1000	\$'000	\$'000	\$'000			
		2020 A	ctual		2021 Forecast						
Balance at beginning of the financial year	2,492,853	1,397,244	939,089	156,520	2,750,348	1,584,786	931,889	233,673			
Impact of adoption of new accounting standards	(4,215)	(4,215)		-							
Adjusted opening balance	2,488,638	1,393,029	939,089	156,520							
Surplus/(deficit) for the year	268,910	268,910	-	-	330,586	330,586	-				
Net asset revaluation increment/(decrement)	(7,200)	-	(7,200)	-	45,781	-	45,781				
Transfers to other reserves		(115,666)		115,666	-	(133,313)	-	133,31			
Transfers from other reserves	-	38,513	-	(38,513)		95,924	-	(95,924			
Balance at end of the financial year	2,750,348	1,584,786	931,889	233,673	3,126,716	1,877,983	977,671	271,06			
		202	12			202	23				
Balance at beginning of the financial year	3,126,716	1,877,983	977,671	271,062	3,456,759	2,091,838	1,028,626	336,296			
Surplus/(deficit) for the year	279,089	279,089			285,822	285,822					
Net asset revaluation increment/(decrement)	50,955		50,955	-	55,796	-	55,796				
Transfers to other reserves		(138,149)		138,149	-	(106,545)		106,54			
Transfers from other reserves	-	72,915		(72,915)	-	80,404	-	(80,404			
Balance at end of the financial year	3,456,759	2,091,838	1,028,626	336,296	3,798,377	2,351,519	1,084,422	362,43			
		202	24		2025						
Balance at beginning of the financial year	3,798,377	2,351,519	1,084,422	362,437	4.104.475	2.575.982	1,144,336	384,15			
Surplus/(deficit) for the year	246,184	246,184	1,004,422	302,437	285,610	285,610	1,144,550	304,13			
Net asset revaluation increment/(decrement)	59,914	240,104	59.914		66,595	200,010	66,595				
Transfers to other reserves	33,514	(90,736)	35,514	90.736	00,050	(84,007)	00,093	84.00			
Transfers from other reserves		69,016		(69,016)	-	162,119	-	(162,119			
Balance at end of the financial year	4,104,475	2,575,982	1,144,336	384,157	4,456,680	2,939,705	1,210,931	306,04			
•			520								
		202	26			202	27				
Balance at beginning of the financial year	4,456,680	2,939,705	1,210,931	306,044	4,800,518	3,218,402	1,283,949	298,16			
Surplus/(deficit) for the year	270,820	270,820	-	-	231,095	231,095	-				
Net asset revaluation increment/(decrement)	73,018	-	73,018	-	78,492	-	78,492				
Fransfers to other reserves		(91,690)		91,690		(62,088)		62,08			
Transfers from other reserves		99,568	-	(99,568)		127,358		(127,358			
Balance at end of the financial year	4,800,518	3,218,402	1,283,949	298,167	5,110,105	3,514,767	1,362,441	232,89			
		202	28		2029						
Balance at beginning of the financial year	5,110,105	3,514,767	1,362,441	232,896	5,443,027	3,790,334	1,446,186	206,50			
Surplus/(deficit) for the year	249,177	249,177	-		245,523	245,523	-				
Vet asset revaluation increment/(decrement)	83,745	-	83,745		88,757		88,757				
ransfers to other reserves		(57,911)	-	57,911	-	(65,796)	-	65,79			
Transfers from other reserves		84,301	-	(84,301)		82,003	-	(82,003			
Balance at end of the financial year	5,443,027	3,790,334	1,446,186	206,507	5,777,307	4,052,065	1,534,943	190,299			
		203	30		2031						
Balance at beginning of the financial year	5,777,307	4,052,065	1,534,943	190,299	6,092,207	4,287,538	1,629,441	175,227			
Surplus/(deficit) for the year	220,401	220,401			148,006	148,006					
Net asset revaluation increment/(decrement)	94,498		94,498		99,647		99,647				
Fransfers to other reserves		(96,985)		96,985		(106,879)		106,879			
Transfers from other reserves		112,057		(112,057)		106,879		(106,879			
Balance at end of the financial year	6,092,207	4,287,538	1,629,441	175,227	6,339,860	4,435,544	1,729,089	175,22			

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#### 3.4 Statement of Cash Flows

	Actual	Forecast / Actual										
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$1000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$1000	\$'000	\$'000
	Inflows	Inflows	Inflows	Inflows	Inflows	Inflows	Inflows	Inflows	Inflows	Inflows	Inflows	Inflows
	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)
Cash flows from operating activities												
Rates and charges	119,639	141,216	146,020	167,392	189,524	207,238	216,204	229,513	246,815	264,209	282,709	304,659
Statutory fees and fines	10,448		9,444	11,572	12,589	13,342	14,108	15,379	16,518	17,735	19,222	20,82
User fees	9,652	9,857	11,049	11,907	12,249	12,535	12,877	12,930	13,304	13,636	14,028	14,378
Grants - operating	30,004	36,972	32,290	33,259	34,340	35,456	36,608	37,798	39,026	40,294	41,604	42,956
Grants - capital	4,444	20,690	9,720	9,720	9,720	9,720	9,720	9,720	9,720	9,720	9,720	9,720
Contributions - monetary	63,127	78,314	96,942	59,404	56,483	48,287	57,052	51,758	47,343	46,582	51,658	36,493
Interest received	3,432	2,059	2,930	3,098	3,599	3,324	3,415	3,486	3,341	2,949	2,288	1,23
Trust funds and deposits taken	10,423	7,288	(2,038)	149	492	(85)	(2,083)	2,522	(2,934)	2,076	(1,222)	954
Other receipts	1,052	3,351	4,343	4,542	4,634	4,660	4,629	4,786	4,924	5,019	5,132	5,279
Net GST refund / payment	20,760	(184)	313	(455)	108	(2,186)	(230)	972	61	301	310	319
Employee costs	(53,318)	(59,632)	(68,876)	(73,302)	(77,593)	(81,477)	(85,998)	(89,996)	(94,790)	(99,324)	(104,484)	(109,912
Materials and services	(88,595)	(90,318)	(93,147)	(100,240)	(106,548)	(115,732)	(123,502)	(134,698)	(146,707)	(158,807)	(169,795)	(183,795
Trust funds and deposits repaid												
Other payments	(4,347)	(168)	(170)	(188)	(194)	(180)	(192)	(208)	(189)	(204)	(227)	(210
Net cash provided by/(used in) operating activities	126,721	158,589	148,820	126,857	139,402	134,902	142,607	143,962	136,431	144,186	150,943	142,89
Cash flows from investing activities												
Payments for property, infrastructure, plant and equipment	(57,231)	(101,970)	(177,883)	(105,942)	(99,464)	(213,332)	(234,758)	(164,221)	(132,185)	(131,936)	(194,910)	(209,402
Proceeds from sale of property, infrastructure, plant and	5,694	25,229	18,152	22,490	22,014	32,350	22,878	16,048			-	
Payments for investments	(42,160)					-	-					
Proceeds from sale of investments		104,351										
Net cash provided by/ (used in) investing activities	(93,697)	27,610	(159,731)	(83,452)	(77,450)	(180,982)	(211,880)	(148,172)	(132,185)	(131,936)	(194,910)	(209,402
Cash flows from financing activities												
Finance costs	(632)	(525)	(646)	(550)	(375)	(201)	(125)	(82)	(66)	(49)	(33)	(16
Proceeds from borrowings	(002)	(020)	16,698	5,000	(0.0)	(20.)	(120)	(02)	(00)	(10)	(00)	(
Repayment of borrowings	(2,963)	(2,306)	(6,043)	(8,643)	(8,748)	(3,065)	(1,748)	(825)	(825)	(825)	(825)	(825
Interest paid - lease liability	(10)	,	(0,0.0)	(0,0.0)	(=,)	(0,000)	(-110)	()	()	(020)	()	(
Repayment of lease liabilities	(101)		(674)	(672)	(677)	(698)	(720)	(740)	(774)	(782)	(788)	(843
Net cash provided by/(used in) financing	(3,706)		9,334	(4.865)	(9,801)	(3,965)	(2.593)	(1,647)	(1,665)	(1,657)	(1,646)	(1,685
activities Net increase/(decrease) in cash & cash	29,318	,-,,	(1,577)	38,540	52,152	(50,044)	(71,866)	(5,858)	2,582	10,593	(45,612)	(68,190
equivalents Cash and cash equivalents at the beginning of the financial year	117,549		329.872	328.295	366.834	418,984	368.939	297.073	291,215	293.797	304.390	258,778
Cash and cash equivalents at the end of the financial year	146,866		329,872	366.834	418,984	368,939	297,073	291,215	291,215	304,390	258,778	190,58

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#### 3.5 Statement of Capital Works

	Actual 2019/20 \$'000	Forecast / Actual 2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000
Property												
Land		1,799	10,491	6,448	7,821	39,078	57,100	-		3,897	2,017	-
Land improvements				-	-	-	-	-	-			-
Total land		1,799	10,491	6,448	7,821	39,078	57,100	-	-	3,897	2,017	-
Buildings	21,557	47,999	39,655	14,999	10,878	76,116	22,235	37,075	33,292	17,847	36,366	32,374
Heritage buildings								-				-
Building improvements	-	-	-	-	-	-	-	-	-	-	-	-
Leasehold improvements												
Total buildings	21,557	47,999	39,655	14,999	10,878	76,116	22,235	37,075	33,292	17,847	36,366	32,374
Total property	21,557	49,798	50,146	21,448	18,699	115,194	79,335	37,075	33,292	21,745	38,383	32,374
Plant and equipment												
Heritage plant and equipment							-	-				
Plant, machinery and equipment	991	40		-	-	-	-	-		-		
Fixtures, fittings and furniture		63	122	133	145	174	148	161	175	110	180	196
Computers and telecommunications	698	200	594	634	675	720	767	817	871	1,026	988	1,052
Library books	478	518	450	489	530	574	619	951	1,075	1,168	1,267	1,318
Total plant and equipment	2,167	821	1,166	1,256	1,351	1,468	1,534	1,929	2,120	2,304	2,434	2,565
Infrastructure												_^+1
Roads	9,568	9,440	70,268	61,277	52,840	69,538	88,611	76,607	66,079	40,621	66,044	31,688
Bridges	166	564	4,218	6,540	586	194	10,074	10,625	2,900	-	9,800	19,215
Footpaths and cycleways	1,254	1,280	2,560	330	68	230	4,102	4,509	3,377	2,813	9,680	3,357
Drainage	579	549	769	642	501	487	609	647	686	728	1,071	821
Recreational, leisure and community facilities	15,281	17,500	17,498	7,743	8,837	7,684	33,995	15,420	12,019	44,147	26,499	23,347
Car Parks			2,703	-	-	-	-	1,047	9,703	-	-	
Parks, open space and streetscapes							-			-		-
Public Art		83	214	455	98	321	109	460	121	614	134	786
Kerb & Channel		-	123	129	933	146	155	165	175	186	198	210
Traffic Management Devices			1,461	309	720	333	343	354	370	381	393	404
Other infrastructure	275	465	2,440	2,690	2,879	3,185	-	-		-		
Total infrastructure	27,123	29,881	102,253	80,114	67,463	82,119	138,000	109,832	95,429	89,491	113,818	79,828
Total capital works expenditure	50,847	80,499	153,565	102,818	87,513	198,782	218,869	148,837	130,842	113,540	154,635	114,767

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1												- 1
Represented by:												- 1
New asset expenditure	14,912	48,324	63,316	58,332	40,071	160,930	154,487	93,032	61,774	71,461	99,871	73,748
Asset renewal expenditure	8,300	9,672	17,076	9,826	11,094	11,310	11,441	13,073	13,460	13,453	15,542	16,646
Asset expansion expenditure	2,225	9,619	41,949	9,512	25,851	5,873	34,281	30,151	49,780	11,023	22,071	21,112
Asset upgrade expenditure	25,410	12,884	36,572	25,149	10,497	20,669	18,660	12,581	5,827	17,603	17,151	3,261
Non capitalised expenditure			(5,347)			-	-		-	-	-	-
Total capital works expenditure	50,847	80,499	153,565	102,818	87,513	198,782	218,869	148,837	130,842	113,540	154,635	114,767
1												
Funding sources represented by:												- 1
Grants	8,659	20,263	9,720	9,721	9,721	9,721	9,720	9,720	9,720	9,720	9,720	9,720
Developer Contributions & Other Reserves	13,056	32,186	48,384	57,268	41,438	150,292	188,614	81,442	69,506	57,819	98,830	57,639
Contributions (Other)			67			-	-		-	-		- 1
Council cash	29,131	28,049	78,696	30,680	36,355	38,768	20,536	57,675	51,617	46,001	46,086	47,408
Borrowings			16,698	5,150								- 1

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		esources

Staff expenditure	2020/21 \$*000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000
Total staff expenditure											
Male	18,513	22,656	24,421	25,929	27,643	29,220	30,447	32,019	33,505	35,500	37,332
Female	41,157	45,308	47,835	50,512	52,541	55,403	58,087	61,263	64,231	67,368	70,862
Total staff expenditure	59,670	67,963	72,257	76,441	80,184	84,623	88,535	93,282	97,736	102,868	108,193
Permanent - Full time											
Male	17,051	20,744	22,102	23,245	24,398	25,798	26,857	28,250	29,550	31,356	32,977
Female	27,958	31,331	33,067	34,688	36,006	37,961	39,784	42,043	44,057	46,228	48,637
Total	45,008	52,074	55,169	57,933	60,404	63,759	66,641	70,293	73,607	77,584	81,614
Permanent - Part time											
Male	1,462	1,912	2,319	2,684	3,245	3,422	3,590	3,769	3,955	4,144	4,355
Female	13,200	13,977	14,769	15,823	16,535	17,442	18,304	19,220	20,174	21,141	22,225
Total	14,661	15,889	17,088	18,507	19,780	20,864	21,894	22,989	24,129	25,284	26,580

Staff numbers	2020/21 FTE	2021/22 FTE	2022/23 FTE	2023/24 FTE	2024/25 FTE	2025/26 FTE	2026/27 FTE	2027/28 FTE	2028/29 FTE	2029/30 FTE	2030/31 FTE
Total staff numbers											
Male	169	195	201	205	211	215	218	222	226	232	237
Female	379	394	397	403	406	413	421	431	438	447	456
Total staff numbers	548	589	598	607	617	629	639	653	664	679	692
Permanent full time Male Female Total	155 254 409	178 269 447	181 271 452	183 273 456	186 275 461	190 280 470	192 285 477	196 292 488	199 297 496	205 303 508	209 309 518
Permanent part time Male	14	17	20	22	25	25	26	26	27	27	28
Female	125	125	126	130	131	133	136	139	141	144	147
Total	139	142	146	151	156	159	162	165	168	171	174

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		Permanent Ful	II Time						
Department 2021/22	Male	Female	Self-described	Total	Male	Female	Self-described	Total	GRAND TOTAL
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
Executive Management	737	1,621		2,357					2,357
Corporate Services Management	5,561	8,847		14,408	126	1,517		1,643	16,050
Community Services Management	3,298	12,643		15,941	660	10,884	-	11,544	27,485
Planning & Development Management	11,148	8,220		19,368	1,126	1,576	-	2,703	22,071
Total permanent staff expenditure	20,744	31,331		52,074	1,912	13,977	-	15,889	67,963
Casuals, temporary and other expenditure									1,353
Total staff	20,744	31,331	-	52,074	1,912	13,977	-	15,889	69,316

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# 3.7 Summary of Planned Human Resources Expenditure For the ten years ended 30 June 2031

	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000
Executive Management	, , , , ,	,		,		•		,	,	
Permanent - Full time	2,357	2,470	2,571	2,487	2,575	2,652	2,915	3,003	3,282	3,38
Female	1,621	1,698	1,767	1,658	1,717	1,768	2,004	2,065	2,124	2,19
Male	737	772	803	829	858	884	911	939	1,158	1,19
Permanent - Part time		-	161	332	350	368	388	408	428	45
Female			80	166	175	184	194	204	214	22
Male		-	80	166	175	184	194	204	214	22
Total Executive Management	2,357	2,470	2,731	2,819	2,925	3,021	3,303	3,411	3,710	3,83
Corpoarate Services										
Permanent - Full time	14,408	15,230	16,125	16,924	17,964	18,806	19,850	20,932	22,191	23,409
Female	8,847	9,270	9,923	10,240	10,896	11,374	12,035	12,720	13,414	14,18
Male	5,561	5,959	6,202	6,684	7.068	7,431	7,815	8,212	8,777	9.22
Permanent - Part time	1,643	1,986	2,205	2,418	2,561	2,699	2,845	2,999	3,156	3,33
Female	1,517	1,655	1,792	1,849	1,958	2,064	2,176	2,293	2,413	2,54
Male	126	331	413	569	603	635	670	706	742	78
Total Corporate Services	16,050	17,216	18,331	19,342	20,525	21,504	22,695	23,931	25,347	26,74
Community Services										
Permanent - Full time	15,941	16,820	17,624	18,310	19.342	20,185	21,346	22,270	23,338	24.67
Female	12,643	13,248	13,788	14,351	15,115	15,831	16,724	17,508	18,295	19,32
Male	3,298	3,571	3,837	3,959	4,227	4,354	4,623	4,762	5,042	5,35
Permanent - Part time	11,544	12,269	12,948	13,609	14,351	15,055	15,804	16,583	17,372	18,25
Female	10,884	11,520	12,109	12,619	13,308	13,960	14,655	15,377	16,109	16,92
Male	660	749	839	990	1,044	1,095	1,149	1,206	1,263	1,32
Total Community Services	27,485	29,089	30,573	31,919	33,693	35,240	37,150	38,853	40,710	42,93
Planning & Development										
Permanent - Full time	19,368	20,650	21,613	22,683	23,878	24,998	26,181	27,401	28,773	30,144
Female	8,220	8,850	9,210	9,757	10,233	10,810	11,280	11,764	12,394	12,94
Male	11,148	11,800	12,403	12,925	13,645	14,188	14,901	15,637	16,378	17,20
Permanent - Part time	2,703	2,832	3,193	3,421	3,602	3,771	3,952	4,139	4,328	4,54
Female	1,576	1,593	1,842	1,901	2,001	2,095	2,196	2,300	2,405	2,52
Male	1,126	1,239	1,351	1,521	1,601	1,676	1,756	1,840	1,924	2,01
Total Planning & Development	22,071	23,481	24,806	26,104	27,480	28,770	30,133	31,541	33,101	34,68
Casuals, temporary and other expenditure	1,353	1,500	1,621	1,777	1,874	1,977	2,039	2,137	2,183	2,30
Total staff expenditure	69.316	73,756	78,062	81,961	86,497	90,512	95,322	99,873	105.051	110,49

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Permanent Full time		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Permanent - Full time		FTE									
Female											
Maile											17.0
Permanent - Part time											11.0
Female											6.0
Maile											2.3
Total CEO / Executive   16.0   16.0   17.0   17.0   17.0   17.1   18.1   18.2   19.2											1.1
Corpoarate Services   Permanent - Full time   114.0   115.0   117.0   119.0   122.0   124.0   127.0   130.0   134.0											1.1
Permanent - Full time	Total CEO / Executive	16.0	16.0	17.0	17.0	17.0	17.1	18.1	18.2	19.2	19.3
Female	Corpoarate Services										
Male         44.0         45.0         45.0         47.0         48.0         49.0         50.0         51.0         53.0           Pemmanent - Part time         13.0         15.0         16.0         17.0         17.4         17.8         18.2         18.6         19.1           Female         12.0         12.5         3.0         13.0         13.0         13.3         13.6         13.9         14.2         14.6           Male         1.0         2.5         3.0         4.0         4.1         4.2         4.3         4.4         4.5           Total Corporate Services           Permace         127.0         130.0         133.0         136.0         139.4         141.8         145.2         148.6         153.1           Community Services           Permale         145.0         146.0         147.0         148.0         151.0         153.0         157.0         159.0         162.0           Permale         115.0         115.0         115.0         116.0         118.0         120.0         122.0         123.0         127.0         148.0         120.0         122.0         123.0         125.0         125.0	Permanent - Full time	114.0	115.0	117.0	119.0	122.0	124.0	127.0	130.0	134.0	137.0
Permanent - Part time	Female	70.0	70.0	72.0	72.0	74.0	75.0	77.0	79.0	81.0	83.0
Female	Male	44.0	45.0	45.0	47.0	48.0	49.0	50.0	51.0	53.0	54.0
Male	Permanent - Part time	13.0	15.0	16.0	17.0	17.4	17.8	18.2	18.6	19.1	19.5
Total Corporate Services	Female	12.0	12.5	13.0	13.0	13.3	13.6	13.9	14.2	14.6	14.9
Community Services	Male	1.0	2.5	3.0	4.0	4.1	4.2	4.3	4.4	4.5	4.6
Permanent - Full time	<b>Total Corporate Services</b>	127.0	130.0	133.0	136.0	139.4	141.8	145.2	148.6	153.1	156.5
Permanent - Full time	Community Services										
Male         30.0         31.0         32.0         32.0         33.0         33.0         34.0         34.0         35.0           Pemanent - Part time         105.0         106.5         108.0         110.0         112.0         114.1         116.2         118.4         120.6           Female         99.0         100.0         101.0         102.0         103.9         105.8         107.8         109.8         111.8           Male         6.0         6.5         7.0         8.0         8.1         8.3         8.5         8.6         8.8           Total Community Services         250.0         252.5         255.0         258.0         263.0         267.1         273.2         277.4         282.6           Planning & Development           Permale         172.0         175.0         176.0         179.0         182.0         185.0         188.0         191.0         195.0           Female         73.0         75.0         75.0         77.0         78.0         80.0         81.0         84.0           Male         99.0         100.0         101.0         102.0         104.0         105.0         107.0         109.0		145.0	146.0	147.0	148.0	151.0	153.0	157.0	159.0	162.0	166.0
Permanent - Part time	Female	115.0	115.0	115.0	116.0	118.0	120.0	123.0	125.0	127.0	130.0
Female	Male	30.0	31.0	32.0	32.0	33.0	33.0	34.0	34.0	35.0	36.0
Female	Permanent - Part time	105.0	106.5	108.0	110.0	112.0	114.1	116.2	118.4	120.6	122.8
Male         6.0         6.5         7.0         8.0         8.1         8.3         8.5         8.6         8.8           Total Community Services         250.0         252.5         255.0         258.0         263.0         267.1         273.2         277.4         282.6           Planning & Development           Permanent - Full time         172.0         175.0         176.0         179.0         182.0         185.0         188.0         191.0         195.0           Female         73.0         75.0         77.0         78.0         80.0         81.0         82.0         84.0           Male         99.0         100.0         101.0         102.0         104.0         105.0         107.0         119.0         111.0           Permanent - Part time         24.0         24.0         26.0         27.0         27.5         27.9         28.4         28.9         29.3           Female         14.0         13.5         15.0         15.3         15.5         16.0         16.3           Male         10.0         10.5         11.0         12.0         12.2         12.4         12.6         12.8         13.0           Total Planning & De	Female						105.8				113.9
Planning & Development   Permanent - Full time   172.0   175.0   176.0   179.0   182.0   185.0   188.0   191.0   195.0   196.0   199.0   100.0   101.0   102.0   104.0   105.0   107.0   109.0   111.0   111.0   102.0   104.0   105.0   107.0   109.0   111.0   109	Male	6.0		7.0						8.8	8.9
Permanent - Full time         172.0         175.0         176.0         179.0         182.0         185.0         188.0         191.0         195.0           Female         73.0         75.0         75.0         77.0         78.0         80.0         81.0         82.0         84.0           Male         99.0         100.0         101.0         102.0         104.0         105.0         107.0         109.0         111.0           Permanent - Part time         24.0         24.0         26.0         27.0         27.5         27.9         28.4         28.9         29.3           Female         14.0         13.5         15.0         15.0         15.3         15.5         15.8         16.0         16.3           Male         10.0         10.5         11.0         12.0         12.2         12.4         12.6         12.8         13.0           Total Planning & Development         196.0         199.0         202.0         206.0         299.5         212.9         216.4         219.9         224.3    Casuals, temporary and other expenditure	<b>Total Community Services</b>										288.8
Permanent - Full time         172.0         175.0         176.0         179.0         182.0         185.0         188.0         191.0         195.0           Female         73.0         75.0         75.0         77.0         78.0         80.0         81.0         82.0         84.0           Male         99.0         100.0         101.0         102.0         104.0         105.0         107.0         109.0         111.0           Permanent - Part time         24.0         24.0         26.0         27.0         27.5         27.9         28.4         28.9         29.3           Female         14.0         13.5         15.0         15.0         15.3         15.5         15.8         16.0         16.3           Male         10.0         10.5         11.0         12.0         12.2         12.4         12.6         12.8         13.0           Total Planning & Development         196.0         199.0         202.0         206.0         299.5         212.9         216.4         219.9         224.3    Casuals, temporary and other expenditure	Planning & Development										
Female         73.0         75.0         75.0         77.0         78.0         80.0         81.0         82.0         84.0           Male         99.0         100.0         101.0         102.0         104.0         105.0         107.0         109.0         111.0           Permanent - Part time         24.0         24.0         26.0         27.0         27.5         27.9         28.4         28.9         29.3           Female         14.0         13.5         15.0         15.0         15.3         15.5         15.8         16.0         16.3           Male         10.0         10.5         11.0         12.0         12.2         12.4         12.6         12.8         13.0           Total Planning & Development         196.0         199.0         202.0         206.0         209.5         21.9         216.4         219.9         224.3           Casuals, temporary and other expenditure         20.1         21.0         22.0         23.0         23.4         23.9         24.3         24.8         25.3		172.0	175.0	176.0	179.0	182.0	185.0	188.0	191.0	195.0	198.0
Male         99.0         100.0         101.0         102.0         104.0         105.0         107.0         109.0         111.0           Permanent - Part time         24.0         24.0         26.0         27.0         27.5         27.9         28.4         28.9         29.3           Female         14.0         13.5         15.0         15.0         15.3         15.5         15.8         16.0         16.3           Male         10.0         10.5         11.0         12.0         12.2         12.4         12.6         12.8         13.0           Total Planning & Development         196.0         199.0         202.0         206.0         209.5         212.9         216.4         219.9         224.3           Casuals, temporary and other expenditure         20.1         21.0         22.0         23.0         23.4         23.9         24.3         24.8         25.3	Female										85.0
Permanent - Part lime         24.0         24.0         26.0         27.0         27.5         27.9         28.4         28.9         29.3           Female         14.0         13.5         15.0         15.0         15.3         15.5         15.5         15.8         16.0         16.3           Male         10.0         10.5         11.0         12.0         12.2         12.4         12.6         12.8         13.0           Total Planning & Development         196.0         199.0         202.0         206.0         209.5         212.9         216.4         219.9         224.3           Casuals, temporary and other expenditure         20.1         21.0         22.0         23.0         23.4         23.9         24.3         24.8         25.3											113.0
Female         14.0         13.5         15.0         15.0         15.3         15.5         15.8         16.0         16.3           Male         10.0         10.5         11.0         12.0         12.2         12.4         12.6         12.8         13.0           Total Planning & Development         196.0         199.0         202.0         206.0         209.5         212.9         216.4         219.9         224.3           Casuals, temporary and other expenditure         20.1         21.0         22.0         23.0         23.4         23.9         24.3         24.8         25.3											29.8
Male         10.0         10.5         11.0         12.0         12.2         12.4         12.6         12.8         13.0           Total Planning & Development         196.0         199.0         202.0         206.0         209.5         212.9         216.4         219.9         224.3           Casuals, temporary and other expenditure         20.1         21.0         22.0         23.0         23.4         23.9         24.3         24.8         25.3											16.6
Total Planning & Development         196.0         199.0         202.0         206.0         209.5         212.9         216.4         219.9         224.3           Casuals, temporary and other expenditure         20.1         21.0         22.0         23.0         23.4         23.9         24.3         24.8         25.3											13.3
											227.8
	Casuals, temporary and other expenditure	20.1	21.0	22.0	23.0	23.4	23.9	24.3	24.8	25.3	25.8
	Total staff numbers	609.1	618.5	629.0	640.0	652.4	662.8	677.3	688.8	704.5	718.2

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#### 4. Financial performance indicators

The following table highlights Council's projected performance across a range of key financial performance indicators. These indicators provide an analysis of Council's 10 year financial projections and should be interpreted in the context of the organisation's objectives and financial management principles.

Indicator	Measure	Notes	Forecast Actual 2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	+/o/-	Trend
Operating position															
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	1.0%	-1.7%	2.2%	6.0%	6.4%	3.6%	1.8%	1.1%	0.4%	0.2%	0.0%		<b>\</b>
Liquidity															
Working Capital	Current assets / current liabilities	2	544.3%	562.9%	576.8%	633.9%	497.7%	495.1%	416.0%	412.8%	473.6%	462.2%	353.5%	0	_
Unrestricted cash	Unrestricted cash / current liabilities	3	139.6%	114.2%	157.7%	220.6%	250.1%	236.9%	273.8%	297.3%	357.4%	358.7%	251.2%	+	
Obligations															
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	4	7.9%	14.6%	10.5%	4.7%	2.8%	1.9%	1.4%	1.0%	0.6%	0.3%	0.0%	+	^
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue	4	2.1%	4.6%	5.5%	4.8%	1.6%	0.9%	0.4%	0.4%	0.3%	0.3%	0.3%	+	
Indebtedness	Non-current liabilities / own source revenue	5	17.3%	18.7%	13.6%	10.7%	9.3%	8.1%	8.0%	6.1%	6.4%	5.3%	5.2%	+	1
Asset renewal	Asset renewal and upgrade expense / Asset depreciation	6	53.5%	119.0%	68.8%	39.1%	53.7%	45.8%	35.9%	25.1%	37.8%	37.2%	21.3%	-	^
Stability															
Rates concentration	Rate revenue / adjusted underlying revenue	7	68.3%	70.8%	72.2%	73.8%	74.9%	75.0%	75.5%	76.1%	76.8%	77.4%	78.2%		
Rates effort	Rate revenue / CIV of rateable properties in the municipality	8	0.0034	0.0036	0.0040	0.0043	0.0044	0.0044	0.0044	0.0046	0.0046	0.0047	0.0049		

Indicator	Measure	otes	Forecast Actual											Trend	
1		z	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	+/o/-	
Efficiency															
Expenditure level	Total expenses/ no. of property assessments	9	\$2,772	\$2,632	\$2,581	\$2,539	\$2,595	\$2,655	\$2,732	\$2,813	\$2,893	\$2,974	\$3,081	-	
Revenue level	Total rate revenue / no. of property assessments	9	\$1,912	\$1,831	\$1,906	\$1,992	\$2,076	\$2,065	\$2,099	\$2,165	\$2,230	\$2,306	\$2,410	-	

#### Key to Forecast Trend:

- + Forecasts improvement in Council's financial performance/financial position indicator
- o Forecasts that Council's financial performance/financial position indicator will be steady
- Forecasts deterioration in Council's financial performance/financial position indicator

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#### Notes to indicators

Adjusted underlying result											
Adjusted Underlying Surplus/(Deficit)	Forecast	Budget									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Total Income	525,745	489,571	513,529	488,713	545,456	549,156	530,461	570,670	589,093	585,797	538,483
Less		3									
Grants - Capital Non Recurrent	20,262	9,720	9,720	9,720	9,720	9,720	9,720	9,720	9,720	9,720	9,720
Contributions - monetary	78,314	96,942	59,404	56,483	48,287	57,052	51,758	47,343	46,582	51,658	36,493
Contributions - non monetary	220,150	163,601	195,316	153,650	195,414	181,847	164,185	188,659	187,930	158,382	101,792
Net gain on disposal of assets	9,975	12,415	16,274	10,863	14,506	11,905	-	-	-	-	-
Adjusted Underlying Revenue	197,043	206,893	232,815	257,998	277,529	288,633	304,798	324,948	344,862	366,037	390,479
Less											
Total Expenses	195,159	210,481	227,707	242,529	259,847	278,336	299,366	321,492	343,570	365,396	390,477
Adjusted Underlying Surplus (Deficit)	1,884	(3,588)	5,108	15,469	17,683	10,297	5,432	3,455	1,292	641	2
		3.0									
Indicator: Adjusted Underlying Result	1.0%	-1.7%	2.2%	6.0%	6.4%	3.6%	1.8%	1.1%	0.4%	0.2%	0.0%

Underlying result is an indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. This ratio refers to the operational outcome as assessed in the comprehensive income statement, adjusted for non-operational items such as capital income, contributed monetary and non-monetary assets and non-operational asset sales.

The projected underlying deficit of \$3.587 million in 2021/22 is projected to be a short term occurrence. Council is anticipated to generate modest underlying surpluses in most years going forward.

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2. Working Capital											
Working Capital	Forecast	Budget	Budget								
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
As a second seco	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Current Assets	392,512	408,951	452,269	503,731	454,285	386,112	371,039	379,230	397,456	347,181	283,101
Current Liabilities	72,112	72,653	78,411	79,471	91,276	77,984	89,183	91,869	83,925	75,108	80,086
Working Capital	320,401	336,298	373,857	424,260	363,009	308,128	281,856	287,361	313,530	272,073	203,015
Indicator: Working Capital	544.3%	562.9%	576.8%	633.9%	497.7%	495.1%	416.0%	412.8%	473.6%	462.2%	353.5%
less											
- Statutory Reserves	184,240	245,311	243,208	243,666	140,648	112,330	47,060	20,671	4,463	(10,609)	(10,609)
Working Capital (net of Stat. Reserves)	136,161	90,987	130,650	180,594	222,361	195,797	234,796	266,690	309,067	282,682	213,624
less		100									
- Discretionary Reserves	86,822	90,985	119,229	140,491	165,396	185,836	185,836	185,836	185,836	185,836	185,836
Unrestricted Working capital	40 330	2	11 421	40 103	56 965	9 961	48 960	80 854	123 231	96 846	27 787

Working capital is a general measure of the organisation's liquidity and its ability to meet its commitments as and when they fall due. A working capital ratio of above 1 (100%) indicates that Council is able to adequately meet all of its short-term expenses. Council's working capital position is strong.

#### 3. Unrestricted Cash

Restricted and Unrestricted Cash & Investments	Forecast	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget
	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000
Total Cash & Investments	329,872	328,295	366,834	418,984	368,939	297,073	291,215	293,797	304,390	258,778	190,587
Restricted Cash & Investments - Statutory Reserves	184.240	245,311	243.208	243.666	140.648	112.330	47.060	20.671	4,463	(10,609)	(10,609)
- Cash to fund carry forward capital works	44,970	-	- 10,200	-	-	-	-	-		(10,000)	(10,000)
Unrestricted Cash and Investment Current Liabilities	100,663	82,984	123,626	175,318	228,291	184,743	244,155	273,126	299,927	269,387	<b>201,197</b> 80,086
Indicator: Unrestricted cash	72,112 <b>139.6</b> %	72,653 114.2%	78,411 <b>157.7%</b>	79,471 <b>220.6%</b>	91,276 <b>250.1%</b>	77,984 <b>236.9%</b>	89,183 <b>273.8%</b>	91,869 <b>297.3%</b>	83,925 <b>357.4%</b>	75,108 <b>358.7%</b>	251.2%

Part of the cash and cash equivalents held by Council are restricted in their application and are not fully available for all Council's operations. The budgeted unrestricted cash statement above indicates Council's unrestricted cash and reserve balances, however a significant proportion of the unrestricted funds are earmarked as funding for the Infrastructure and Strategic Investment Reserve.

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4. Debt compared to rates											
Loans and borrowings	Forecast	Budget									
111	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Rates and Charges Revenue	134,585	146,436	168,155	190,302	207,855	216,508	229,986	247,428	264,820	283,360	305,435
Interest bearing loans and borrowings	10,674	21,329	17,685	8,937	5,872	4,124	3,299	2,474	1,650	825	-
Indicator: Loans and borrowings compared		100									
to Rates	7.9%	14.6%	10.5%	4.7%	2.8%	1.9%	1.4%	1.0%	0.6%	0.3%	0.0%
Interest and principal repayments on interest	_	108									-
bearing loans and borrowings	2,831	6,690	9,193	9,124	3,266	1,873	907	891	874	858	841
Indicator: Loans and borrowings		11116									
repayments compared to rates	2.1%	4.6%	5.5%	4.8%	1.6%	0.9%	0.4%	0.4%	0.3%	0.3%	0.3%

These indicators measures the level of Council's total debt as a percentage of rate revenue, and the percentage of rate revenue required to service that debt respectively. The ratios increases moderately in 2021/22 due to the planned borrowing of \$17.201 million. The ratios however are projected drop significantly in 2023/24 due to accelerated repayment of loans and the projected significant increase in rate revenue in 2022/23 and beyond.

5. Indebtedness											
Indebtedness	Forecast	Budget									
7.	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
<u> </u>	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Non-current liabilities	27,670	32,665	27,098	24,039	22,432	20,369	21,366	17,356	19,557	17,270	17,927
Adjusted Underlying Revenue	197,043	206,893	232,815	257,998	277,529	288,633	304,798	324,948	344,862	366,037	390,479
Less											
Grants - operating	36,972	32,290	33,259	34,340	35,456	36,608	37,798	39,026	40,294	41,604	42,956
Own Source Revenue	160,071	174,603	199,557	223,658	242,074	252,025	267,000	285,922	304,567	324,433	347,523
		D									
Indicator: Indebtedness	17.3%	18.7%	13.6%	10.7%	9.3%	8.1%	8.0%	6.1%	6.4%	5.3%	5.2%

This indicator assesses an Council's ability to pay long term financial obligations (non-current liabilities) from the funds it generates. The higher the percentage, the less able to cover non-current liabilities from the revenues the entity generates itself. Own-sourced revenue is used (rather than total revenue) because it does not include contributions not capital grants, which are usually tied to specific projects. The indicator for 2021/22 indicates Council's indebtedness is low, and is projected to improve further as own source revenue grows while council repays debt held in 2021/22 over the period to 2030/37.

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Α	SS	re			

Asset renewal	Forecast	Budget									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
A.	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Asset Renewal & Upgrade Expenditure	22,556	53,648	34,975	21,591	31,979	30,101	25,654	19,288	31,056	32,693	19,907
Depreciation	42,122	45,078	50,836	55,185	59,561	65,736	71,507	76,804	82,171	87,974	93,673
Indicator: Asset renewal	53.5%	119.0%	68.8%	39.1%	53.7%	45.8%	35.9%	25.1%	37.8%	37.2%	21.3%

This percentage indicates the extent of Council's renewals against its depreciation charge (an indication of the decline in value of its existing capital assets). A percentage greater than 100 indicates Council is maintaining its existing assets, while a percentage less than 100 means its assets are deteriorating faster than they are being renewed. This would require future capital expenditure to renew assets base to their existing condition. The indicator for 2021/22 indicates Council's renewal expenditure (renewal plus upgrade) is higher than the annual depreciation charge, however the trend drops from 2022/23. While this is a useful indicator it should however be noted that depreciation is an accounting measure and may not always represent asset consumption on an annual basis, hence care should be used in its interpretation. Council also has a significant proportion of its assets constructed recently.

#### 7. Rates concentration

Rates concentration	Forecast	Budget									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Rates and Charges Revenue	134,585	146,436	168,155	190,302	207,855	216,508	229,986	247,428	264,820	283,360	305,435
Adjusted Underlying Revenue	197,043	206,893	232,815	257,998	277,529	288,633	304,798	324,948	344,862	366,037	390,479
Indicator: Rates concentration	68.3%	70.8%	72.2%	73.8%	74.9%	75.0%	75.5%	76.1%	76.8%	77.4%	78.2%

Reflects extent of reliance on rate revenues to fund all of Council's on-going services. Trend indicates Council will continue to become reliant on rate revenue compared to all other revenue sources. Council aims to reduce this reliance over the long term with investment in other income generating activities through its Infrastructure and Strategic Investment Reserve.

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8. Rates effort											
Rates effort	Forecast	Budget									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
S. F.	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Rates and Charges Revenue	134,585	146,436	168,155	190,302	207,855	216,508	229,986	247,428	264,820	283,360	305,435
CIV of rateable properties in the municipality	39,482,446	40,516,973	42,542,821	44,669,963	46,903,461	49,248,634	51,711,065	54,296,619	57,011,449	59,862,022	62,855,122
Indicator: Rates effort	0.00341	0.00361	0.00395	0.00426	0.00443	0.00440	0.00445	0.00456	0.00465	0.00473	0.00486

Rates effort is measured as rate revenue as a percentage of the capital improved value of rateable properties in the municipality.

9. Efficiency														
Efficiency	Forecast		Budget	Budg	et	Budget	Bu	lget	Budget	Budget	Budget	Budget	Budget	Budget
	2020/21	2	021/22	2022/	23	2023/24	202	/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
53.5	\$'000		\$'000	\$'00	00	\$'000	\$	000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
No. of property assessments	70,399		9,976	88,21	4	95,534	100,	24	104,849	109,577	114,285	118,779	122,870	126,743
, L.														
Total expenses	195,159	21	10,481	227,70	)7	242,529	259	847	278,336	299,366	321,492	343,570	365,396	390,477
Indicator: Expenditure level	\$ 2,772	\$	2,632	\$ 2,58	1 \$	2,539	\$ 2,	95 \$	2,655	\$ 2,732	\$ 2,813	\$ 2,893	\$ 2,974	\$ 3,081
Rates and charges Income	134,585	14	46,436	168,1	55	190,302	207	855	216,508	229,986	247,428	264,820	283,360	305,435
Indicator: Revenue level	\$ 1,912	\$	1,831	\$ 1,90	6 \$	1,992	\$ 2,	76 \$	2,065	\$ 2,099	\$ 2,165	\$ 2,230	\$ 2,306	\$ 2,410

Reflects extent of reliance on rate revenues to fund all of Council's on-going services. Trend indicates Council will continue to be reliant on rate revenue compared to all other revenue sources. Council aims to reduce this reliance over the long term with investment in other income generating activities through its Infrastructure and Strategic Investment Reserve.

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#### 5. Strategies and Plans

This section describes the strategies and plans that support the 10 year financial projections included to the Financial Plan.

#### 5.1 Borrowing Strategy

#### 5.1.1 Current Debt Position

In developing the Long Term Financial Plan, borrowings were identified as an important funding source for capital works programs. Council has borrowed in the past to finance large infrastructure projects and recently has been in a phase of debt reduction. This has resulted in a reduction in debt servicing costs. Council has resolved to take out new borrowings of \$17.201 million in 2021/22 and \$5.0 million in 2022/23 to bridge the funding shortfall for the significant capital works investments in these years. It is forecasted that over the medium tong term these borrowings will be repaid to minimise Council debt burden. The following table sets out future loan repayments, and total loan balances up to 2030/31 based on the forecast financial position of Council as at 30 June 2031.

#### 5.1.2 Future Borrowing Requirements

The following table highlights Council's projected loan balance, including new loans and loan repayments for the 10 years of the Financial Plan.

	Actual	Forecast / Actual										
	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000
Opening balance	15,943	12,980	10,674	21,329	17,685	8,937	5,872	4,124	3,299	2,474	1,650	825
Plus New loans	-	-	16,698	5,000	-	-	-		-	-		-
Less Principal repayment	(2,963)	(2,306)	(6,043)	(8,643)	(8,748)	(3,065)	(1,748)	(825)	(825)	(825)	(825)	(825)
Closing balance	12,980	10,674	21,329	17,685	8,937	5,872	4,124	3,299	2,474	1,650	825	0
Interest payment	632	525	646	550	375	201	125	82	66	49	33	16

#### 5.1.3 Performance Indicators

The following table highlights Council's projected performance across a range of debt management performance indicators

	Target	Forecast / Actual										
Performance Indicator		2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
												%
Total borrowings / Rate revenue	Below 60%	7.9%	14.6%	10.5%	4.7%	2.8%	1.9%	1.4%	1.0%	0.6%	0.3%	0.0%
Debt servicing / Rate revenue	Below 5%	0.4%	0.4%	0.3%	0.2%	0.1%	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%
Debt committment / Rate revenue	Below 10%	2.1%	4.6%	5.5%	4.8%	1.6%	0.9%	0.4%	0.4%	0.3%	0.3%	0.3%
Indebtedness / Own source revenue	Below 60%	17.3%	18.7%	13.6%	10.7%	9.3%	8.1%	8.0%	6.1%	6.4%	5.3%	5.2%

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#### 5.2 Reserves Strategy

5.2.1 Current Reserves

#### Street Trees & Drainage

Purpose - This reserve is restricted to fund provision of drainage assets and street beautification.

Movements - Transfer from the reserve (outflows) are aligned to Council's capital works schedule

#### Community Infrastructure

Purpose – This reserve retains funds collected from developers associated with the subdivision of land for the provision and delivery of infrastructure within the Precinct Structure Plans and Non-Precinct Structure Plans in accordance with the \*Planning and Environment Act 1987 and Subdivision Act 1988. Development Contribution Plans and Infrastructure Contribution Plans were established to manage the proceeds contributed by developers. Where no development plans exist, s173 Agreement is applied as a mechanism to collect contributions from developers.

Movements – Transfers to the reserve (inflows) comprise of monetary levies and in-kind associated with developments. Transfers from the reserve (outflows) are applied to fund capital works for development infrastructure projects and community infrastructure projects and funds refunded to developers for capital works completed directly by the developer.

#### Perpetual Maintenance

Purpose - Provision for perpetual maintenance of Melton Cemetery.

Movements - Transfer from the reserve (outflows) are aligned to operational requirements of Melton Cemetery.

#### Public Art

Purpose - Provision for installation and maintenance of public art throughout the municipality.

Movements - Inflows to the reserve were apportionment of capital budget on infrastructure for public art as approved by Council. Transfer from the reserve (outflows) are aligned to Council's capital works schedule.

#### Infrastructure & Strategic Investment

Purpose – Income generated from Atherstone Estate set aside for major capital works and investments to diversify Council's income streams.

Movements – Inflows to the reserve are mainly sourced from the sale of land from the Atherstone development. Transfers from the reserve (outflows) are aligned to Council's long-term strategy to fund capital work projects and diversity Council's income stream via investing in income generating assets to reduce Council's reliance on rates income.

#### Defined Benefit Call

Purpose - Provision for potential future funding call under the Defined Benefits Superannuation Scheme

Movements - The contributions are required when called upon by the scheme so sufficient funds will be available to meet Council's obligation.

#### Asset Replacemen

Purpose - This reserve is to set aside funds to replace Council's plant and equipment at the end of the service life.

Movements - Inflows to the reserve are mainly sourced from trade in of vehicle sales. Transfer from the reserve (outflows) are aligned to Council's replacement schedule to fund plant acquisitions on an annual basis.

#### Accomodation

Purpose - Provision for upgrade of civic centre

Movements – Inflows to the reserve were sourced from council revenues in prior years. Transfer from the reserve (outflows) are aligned to Council's capital works schedule.

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5.2.2 Reserve Usage Projections

The table below discloses the balance and annual movement for each reserve over the 10-year life of the Financial Plan. Total amount of reserves, for each year, is to align with the Statement of Changes in Equity.

Restricted reserves are to be included to the disclosure of restricted cash assets

Reserves	Restricted /	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
Reserves	Discretionary	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
Street Trees & Drainage	Restricted											
Opening balance		942	942	942	942	942	942	942	942	942	942	942
Transfer to reserve		-	-	-	-	-	-	-	-	-	-	-
Transfer from reserve		-	-	-	-	-	-	-	-	-	-	
Closing balance		942	942	942	942	942	942	942	942	942	942	942
Community Infrastructure	Restricted											
Opening balance		136,604	183,298	244,369	242,266	242,724	139,706	111,388	46,118	19,729	3,521	(11,551)
Transfer to reserve		109,456	117,137	78,231	69,474	59,101	71,250	62,088	57,911	65,796	96,985	106,879
Transfer from reserve		(62,762)	(56,066)	(80,335)	(69,016)	(162,119)	(99,568)	(127,358)	(84,301)	(82,003)	(112,057)	(106,879
Closing balance		183,298	244,369	242,266	242,724	139,706	111,388	46,118	19,729	3,521	(11,551)	(11,551)
Reserves Summary	Total Restricted							- 1				
Opening balance		137,546	184,240	245,311	243,208	243,666	140,648	112,330	47,060	20,671	4,463	(10,609)
Transfer to reserve		109,456	117,137	78,231	69,474	59,101	71,250	62,088	57,911	65,796	96,985	106,879
Transfer from reserve		(62,762)	(56,066)	(80,335)	(69,016)	(162,119)	(99,568)	(127,358)	(84,301)	(82,003)	(112,057)	(106,879
Closing balance		184,240	245,311	243,208	243,666	140,648	112,330	47,060	20,671	4,463	(10,609)	(10,609)
Perpetual Maintenance	Discretionary											
Opening balance		131	131	131	131	131	131	131	131	131	131	131
Transfer to reserve		-	-	-	-							-
Transfer from reserve		-	-	-	-	-	-	-				
Closing balance		131	131	131	131	131	131	131	131	131	131	131
Public Art	Discretionary				DISSOLVED							
Opening balance		104	44	4		-	-	-		-	-	-
Transfer to reserve		-	-	65	-	-	-	-	-	-		-
Transfer from reserve		(60)	(40)	(69)	-							
Closing balance		44	4									-

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Infrastructure & Strategic Investment												
Opening balance		85.880	86,274	90.477	118,726	139.988	164.893	185.333	185,333	185,333	185,333	185,333
Fransfer to reserve		23.857	21,011	28,249	21,262	24.905	20.440	-	-	-	-	-
Fransfer from reserve		(23,462)	(16,808)			,	-					
Closing balance		86,274	90,477	118,726	139,988	164,893	185,333	185,333	185,333	185,333	185,333	185,333
Defined Benefit Call	Discretionary											
Opening balance	,	372	372	372	372	372	372	372	372	372	372	372
Transfer to reserve		3/2	3/2	3/2	3/2	3/2	312	312	3/2	3/2	312	312
Transfer to reserve			-		-	-	-	-		-	-	
Closing balance		372	372	372	372	372	372	372	372	372	372	372
closing balance		312	3/2	3/2	3/2	312	312	312	312	312	312	312
Asset Replacement	Discretionary		DISSOLVED									
Opening balance		2,756		-	-	-	-	-	-	-	-	-
Transfer to reserve		-	-	-	-	-	-	-	-	-	-	-
Transfer from reserve		(2,756)	-	-	-	-	-	-	-	-	-	-
Closing balance												
Accomodation	Discretionary		DISSOLVED									
Opening balance	Districtionary	6.884	-									
Transfer to reserve		0,004			-	-		-		-	-	
Transfer from reserve		(6.884)										
Closing balance		(0,004)	-	•			•	•	•	•	•	-
Reserves Summary	Total Discretionary											
Opening balance		96,127	86,822	90,985	119,229	140,491	165,396	185,836	185,836	185,836	185,836	185,836
Transfer to reserve		23,857	21,011	28,314	21,262	24,905	20,440	-	-	-	-	
Transfer from reserve		(33,162)	(16,848)	(69)	-	-	-	-	-	-	-	-
Closing balance		86,822	90,985	119,229	140,491	165,396	185,836	185,836	185,836	185,836	185,836	185,83€
	TOTAL											
Reserves Summary	Restricted & Discretionary											
Opening balance	Discretional y	233,673	271,062	336,296	362,437	384,157	306,044	298,167	232,896	206,507	190,299	175,22
Fransfer to reserve		133,313	138,149	106,545	90,736	84,007	91,690	62,088	57,911	65,796	96,985	106,879
Transfer from reserve		(95,924)	(72,915)	(80,404)	(69,016)	(162,119)	(99,568)	(127,358)	(84,301)	(82,003)	(112,057)	(106,879

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### 6.9 REVIEW OF ANNUAL INSURANCE PROGRAMME

Author: Sam Rumoro - Manager Finance Presenter: Sam Rumoro - Manager Finance

### PURPOSE OF REPORT

To present the Annual Insurance Programme for 2021- 2022 (the Report).

#### RECOMMENDATION:

That Council note that the Audit and Risk Committee reviewed the Report and that no further action is required.

#### Recommendation 9

Mr. Mansoor/ Ms. Gregory

That Council note that the Audit and Risk Committee reviewed the Report noting the two action items listed below.

CARRIED

### **AUDIT & RISK COMMITTEE DISCUSSION POINTS**

It was noted that Council's Insurance Programme for 2021-2022 has been finalised and therefore it would be beneficial in future for this report to be tabled at the May Audit and Risk Committee to enable consideration of any recommendations made by the Committee prior to completion of Council's annual insurance policies.

#### Action:

Amend item 14 in the Annual Work Plan 2021, moving the review of Council's Insurance Programme from the August meeting to the May meeting.

The Committee discussed whether the level of insurance coverage for Cyber Liability and Commercial Crime is sufficient.

#### Action:

Report back to Audit and Risk Committee providing clarity from Council's Insurers, that the level of insurance coverage is sufficient in relation to Council's Cyber Liability and Commercial Crime policies.

### REPORT

### 1. Executive Summary

This report and attachment outlines Council's insurance programme for 2021-2022.

### 2. Background/Issues

As part of the Audit and Risk Committee (ARC) Annual Work Plan and Charter, The ARC will review Council's annual insurance program.

4 AUGUST 2021

### 3. Audit and Risk Committee Annual Plan Reference

The Melton City Council Audit and Risk Committee Annual Work Plan references:

24. Other Internal Reports

### 4. Financial Considerations

Note the cost of insurance programme for 2021-2022.

### 5. Consultation/Public Submissions

N/A

# 6. Risk Analysis

There are no risks associated with the recommendations in this report.

# 7. Options

The Audit and Risk Committee can recommend to Council that it:

- 1. Note the report as per the recommendation;
- 2. Request further information/clarification if deemed necessary.

### LIST OF APPENDICES

1. Council Insurance Programme Summary

4 August 2021

Item 6.9 Review of Annual Insurance Programme Appendix 1 Council Insurance Programme Summary

#### **Melton City Council**

Policy Type	Last Year's Premium	Renewal Premium 2021/22	Supporting Insurer/Underwriter	Expiry	Cover	Description
rolicy Type	Premium	2021/22	insurer/Underwriter	Expiry	Cover	Description
						Legal liability to third parties for injury
					\$600M Public Liability , \$600M	and/or damage to property caused by a
Public and Products Liability and Professional indemnity	744,177.50	808,663.87	MAV Insurance	30/06/2022	Products Liability and \$600M Professional Indemnity	occurance in connection with the insure business.
identitity	/44,177.30	808,963.67	MAY Insurance	30/06/2022	Professional indemnity	ousmess.
						WorkCover insurance to cover liabilitie
						under the Workplace Injury Rehabilitation
						and Compensation Act 2013, Accident
						Compensation Act 1985 and Accident Compensation (WorkCove
						Insurance) Act 1993
Vorkcover	1,023,088.00	860,535.25	Moved from MAV/JLT to Xchanging in 21/22	30/06/2022	Unlimited	
NO KCONE	1,000,0000.00	800,333.13	Action gring in 27/22	July 2012	Ollimices	
					\$20M General Liability, \$20M	Public liability insurance for personal
Community Liability Pack	23,247.51	19,612,67	QBE via Victor Insurance	30/06/2022	Product Liability and \$100,000 Property in legal physical control	injury, property damage and advertising injury.
Community Claumity Facil	23,247.31	15,612.07	Cane via victor insurance	SUPUNYZUZZ	Property in regal physical control	HOUV.
						Cover applies to all employees, Councillo and volunteers while travelling interstat
Corporate Travel	394.14	184.90	Chubb via Victor Insurance	30/06/2022	\$20M Aggregate limit of liability	
					\$7.5M Limit - Councillors &	
					Officers, \$2M Sub-Limit - Employment Practices, \$2M Sub-	Cover for Councillors, directors, employe for claims which may arise from a decision
Councillors & Officer Liability (Including EPL &					Limit - Statutory Liability, \$7.5M -	or an action taken within the scope of the
Statutory Liability)	47,227.76	52,661.86	AXA XL	30/06/2022	Council Liability (Entity Cover)	duties
						Cover for any IT related breaches including
					\$2M Limit of indemnity (Business	cyber-attacks, Privacy Breaches, phishin
Cyber Liability	18,321.60	26,476.33	Chubb/Zurich/AXA XI	30/06/2022	interruption up to full policy limit)	etc
					Cover for declared sites only, \$5M	
Environmental Impairment Liability	6,542.25	6,542.25	Liberty Speciality Markets	30/06/2022	Limit of liability (Coverage limit) and \$25M (Appregate limit)	Policy protects Council from pollution or environmental incidents.
triving angular angular region trading	0,542.23	0,342.23	County apecianty manages	30,007,002	and sustenting regard times	control incidence.
					Market value or as per agreed	
					schedule of vehicles. \$30M Legal Liability \$5M	All Motor Vehicles and Trailers owned,
					Hazardous/Dangerous good limit	mortgaged under Hire Purchase
					\$600k Automatic additions for	Agreement, hired or leased by Council a
Motor Vehicle	185,317.56	169,452.05	Vero	30/06/2022	company acquired vehicles.	declared
						Cover applies to all employees, Councillo
						and volunteers while whilst engaged in volunteering activities organised by
Personal Accident	1,711.45	1,756.18	Chubb via Victor Insurance	30/06/2022	\$20M Aggregate limit of liability	Council
					\$450M limit of any one	
					event/situation, \$25M Machinery breakdown limit any one	Cover for physical loss, destruction or
					occurances \$50M Flood limit	Cover for physical loss, destruction or damage to property (Council Property
Property/Business Interruption/Artworks	847,965.20	781,075.46	JMAPP	30/06/2022	(annual aggregate)	insurance)
						Covers Council against losses from
						fraudulent or dishonest acts committed b
Commercial Crime	14,384.14	16,771.91	MAV Insurance	30/06/2022	\$1.5M coverage	an employee or third party
fotal	2.912.377.11	2.743.732.73				

4 AUGUST 2021

### 6.10 PROCUREMENT PROCESS DECLARATION

Author: Laura-Jo Mellan - Executive Manager Property and Projects Presenter: Laura-Jo Mellan - Executive Manager Property and Projects

#### Purpose of Report

To present the Declaration of Procurement Process Approval templates.

#### RECOMMENDATION:

That Council note that the Audit and Risk Committee have reviewed the Procurement Process Approval templates contained at **Appendix 1** and **Appendix 2**.

#### Recommendation 10

Ms. Gregory/Cr Shannon

That Council note that the Audit and Risk Committee reviewed the Procurement Process Approval templates contained at **Appendix 1** and **Appendix 2**, **incorporating the action item listed below**.

CARRIED

#### **AUDIT & RISK COMMITTEE DISCUSSION POINTS**

Discussion took place on the following matters raised by Committee Members:

The Committee discussed the inclusion of an analysis on cumulative spend in relation to a
preferred supplier be conducted, and included within the attached Procurement Process
Declarations forms for Capital and non-Capital projects, and advise Council on the
outcome, either by attaching the completed form or reporting within the body of the report
to Council.

### Action:

That Management consider amending the Procurement Process Declaration forms to include an analysis on cumulative spend in relation to a preferred supplier.

### REPORT

# 1. Executive Summary

A special Audit and Risk Committee meeting was held on the 24 June 2021, to discuss the Ombudsman's report on Melton City Council's engagement of IT company MK Datanet Pty Ltd.

The minutes of the meeting contained several actions for Council officers which were to be reported back to the Audit and Risk Committee including an action for a:

report on the action taken for Management to put in place a procedure/process to
ensure that all Council reports that go to Councillors have been fully vetted, checked
appropriately, and signed off.

4 AUGUST 2021

Executive, in consultation with the Procurement team, have prepared Procurement Process declaration forms (Refer **Appendix 1** and **2**), which set out the information that must be provided and reviewed by the relevant Manager and General Manager prior to the authorisation of any report relating to the award of a contract which will be presented to Council.

### 2. Background/Issues

A special Audit and Risk Committee meeting was held on the 24 June 2021 to discuss the Ombudsman's report on Melton City Council's engagement of IT company MK Datanet Pty Ltd.

In addition to the recommendations that the Audit and Risk Committee made to Council which will be considered at the Ordinary Council Meeting of 2 August 2021, the minutes contained several actions for Council officers which were to be reported back to the Audit and Risk Committee. This included an action for Council officers to:

report on the action taken for Management to put in place a procedure/process to
ensure that all Council reports that go to Councillors have been fully vetted, checked
appropriately, and signed off.

Executive in consultation with the Procurement team, have prepared Procurement Process declaration forms which clearly set out the information that must be provided to support any report relating to the award of a contract which will be presented to Council. To address the different types of contracts that can be awarded and their governance arrangements, two forms have been prepared:

- Declaration of Procurement Process for Capital Projects (Appendix 1).
- Declaration of Procurement Process for Non-Capital Projects (Appendix 2).

The Non-Capital Projects form seeks to capture any projects that are not listed as part of Councils capital works program such as Operations, Waste or IT contracts which are required to be reported to Council as a result of their value.

Any Manager(s) and General Manager(s) who is responsible for authorising a Council report to the award of a contract must review and check all the required information and sign the relevant Declaration if they are satisfied that the procurement process have been adhered to.

### 3. Audit and Risk Committee Annual Plan Reference

The Melton City Council Audit and Risk Committee Annual Plan references:

23. Review progress by management on open audit recommendations

### 4. Financial Considerations

NIL

### 5. Consultation/Public Submissions

Not Applicable

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# 6. Risk Analysis

There are no risks associated with the implementation of the Procurement Process declaration forms. The introduction of the declaration forms provides an additional control in the procurement process and increased accountability across all levels of the organisation.

### 7. Options

The Committee has the option to:

- 1. Note the Procurement Process declaration forms at Appendix 1 and 2; or
- 2. Make additional recommendations on the forms

### LIST OF APPENDICES

- 1. Procurement Process Declaration Capital Projects
- 2. Procurement Process Declaration Non-Capital Projects

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Item 6.10 Procurement Process Declaration

Appendix 1 Procurement Process Declaration - Capital Projects



To: Manager's Name and Title

From: Officer's Name and Title

Date: Date

Subject: DECLARATION OF PROCUREMENT PROCESS FOR

**CAPITAL PROJECTS** 

As per the Procurement Policy, the following steps have been taken to ensure the correct procurement process has been adhered to:

Please tick and attach any appropriate documentation you may have to support your

	The Officer running	the tender process	is a permanent	employee of Counc	sil
131	The Unicer running	the tender process	is a permaneni	employee of Counc	ж.

- ☐ The Tender Evaluation Plan (TEP) has been completed and approved by Manager.
- ☐ The panel consisted of a mimimum of 3 members including a chair, expert and independent and you have sighted the evaluation report including no conflict declaration.
- The Manager/Coordinator has been aware of every step of this tender process approved proceeding to the next stage.
- Equifax check (Scored Financials report for small value / Standard Financial Assessement for larger value) performed on top 2 vendors.
- Recommendation endorsed by General Manager.

### Approved:

Name and position title	Signature	Date
Officer's Name		Date
Capital Projects Manager		
Officer's Name and Title		Date
Project Owner		
Officer's Name and Title		Date
General Manager,		
Corporate Services		
Officer's Name and Title		Date
Project Sponsor		
Comments:		·

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4 August 2021

Item 6.10 Procurement Process Declaration

Appendix 2 Procurement Process Declaration - Non-Capital Projects



To: Manager's Name and Title

From: Officer's Name and Title

Date: Date

Subject: DECLARATION OF PROCUREMENT PROCESS FOR

**NON CAPITAL PROJECTS** 

As per the Procurement Policy, the following steps have been taken to ensure the correct procurement process has been adhered to:

Please tick and attach any appropriate documentation you may have to support your declaration.

The Officer running the tender process is a permanent employee of Council		The Officer running	the tender	process is a	permanent	employee of	Counci
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- ☐ The Tender Evaluation Plan (TEP) has been completed and approved by Manager.
- ☐ The panel consisted of a mimimum of 3 members including a chair, expert and independent and you have sighted the evaluation report including no conflict declaration.
- The Manager/Coordinator has been aware of every step of this tender process approved proceeding to the next stage.
- Equifax check (Scored Financials report for small value / Standard Financial Assessement for larger value) performed on top 2 vendors (if required by procurement).
- □ Recommendation endorsed by General Manager.

### Approved:

Name and position title	Signature	Date
Officer's Name		Date
Manager's Title		
Officer's Name		Date
General Manager,		
Comments:		•

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4 AUGUST 2021

### 6.11 INTERNAL AUDIT STATUS REPORT AS AT JULY 2021

Author: Cheryl Santoro - Senior Administration Officer Presenter: Kylie Maher – Internal Auditor

### PURPOSE OF REPORT

To present the Internal Audit Status Report as at July 2021 (the Report)

#### RECOMMENDATION:

That Council note that the Audit and Risk Committee reviewed the Report and that no further action is required.

#### **Recommendation 11**

Ms. Gregory/Cr. Majdlik

That the Council note that the Audit & Risk Committee reviewed the Report and that no further action is required.

**CARRIED** 

### REPORT

# 1. Executive Summary

Attached at Appendix 1 is the Internal Audit Status report as at July 2021.

The *Internal Audit Plan 2021 to 2023* is approved by the Audit and Risk Committee and reviewed on an annual basis in February. In addition, a progress report is presented to each meeting.

### 2. Background/Issues

The Annual Plan 2021 requires that the Internal Audit Plan 2021 to 2023 is approved by the Audit and Risk Committee and reviewed on an annual basis in February and a progress report provided to each meeting.

Attached at Appendix 1 is the Internal Audit Status report as at July 2021.

The internal auditors will be in attendance at the meeting to answer any questions in relation to this Report.

### 3. Audit Committee Annual Plan Reference

The Melton City Council Audit and Risk Committee Annual Work Plan references:

19. Review status of delivery of annual Internal Audit Plan

### 4. Financial Considerations

A provision has been provided in this year's budget for Council's Internal Audit contract fees.

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### 5. Consultation/Public Submissions

N/A

# 6. Risk Analysis

The *Internal Audit Plan 2021 to 2023* identifies the top seven strategic and corporate risks on page 2 of the Report.

# 7. Options

The Committee has the option to accept or seek further information from the internal auditors in relation to this Report.

### **LIST OF APPENDICES**

1. Internal Audit Status Report as at July 2021

4 AUGUST 2021

Item 6.11 Internal Audit Status Report as at July 2021 Appendix 1 Internal Audit Status Report as at July 2021

# Internal audit status report - 4 August 2021



This report provides Melton City Council's (MCC) Audit and Risk Committee (ARC) with a status of the internal audit activities for the period May to July 2021.

#### **Internal Audit Activities**

We have completed the planned internal audit activities for this period:

- · We have completed the Capital Project Framework internal audit. Final Report was tabled and accepted at the May 2021 meeting.
- · Integrity Framework Review is complete and the draft report has been accepted by management and is tabled for the ARC at this meeting.
- COVID lessons learned and controls validation review is in the planning stage. We have tabled the scope approved by management for ARC at this meeting.

  This project is scheduled to begin in August 2021.





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Item 6.11 Internal Audit Status Report as at July 2021 Appendix 1 Internal Audit Status Report as at July 2021

# Internal audit activities planning for 2022



The below table outlines the proposed internal audits for 2022 which we will work with Council to confirm priority of the proposed projects.

#### **Internal Audit Activities**



#### Other Internal Audit work

- Follow up annually validate high rated past findings only for high findings obtain evidence to validate the implementation and mitigation, via interview and document review.
   We will discuss the preferred timing of this with management to complete this follow up project.
- Strategic audit planning and refresh to confirm that the 2022 and 2023 projects remain current, priority and no other emerging risks or issues require internal audit focus.



4 AUGUST 2021

#### 6.12 Draft Scope for the Internal Audit Review on Melton Covid-19

Author: Cheryl Santoro - Senior Administration Officer Presenter: Kylie Maher – Internal Auditor

### PURPOSE OF REPORT

To present the draft Scope for the Internal Audit review on Melton Covid-19.

#### RECOMMENDATION:

That Council:

- note that the Audit & Risk Committee reviewed the Scope for the Internal Audit review on Melton Covid-19: and
- 2. approve the Scope for the Internal Audit review on Melton Covid-19.

#### **Recommendation 12**

Cr. Majdlik/ Ms. Gregory

That the Council:

- note that the Audit & Risk Committee reviewed the Scope for the Internal Audit review on Melton Covid-19: and
- 2. approve the Scope for the Internal Audit review on Melton Covid-19.

CARRIED

### **REPORT**

### 1. Executive Summary

Internal audit scopes are presented to the Audit & Risk Committee in February, May, August, and November pursuant to the *Annual Work Plan 2021*.

The timing of each audit and corresponding report is determined by the approved *Internal Audit Plan 2021 to 2023*.

The Scope for the Internal Audit review on Melton Covid-19 is presented to the Audit & Risk Committee as **Appendix 1**.

### 2. Background/Issues

Internal audit scopes are presented to the Audit & Risk Committee in February, May, August and November pursuant to the *Annual Work Plan for 2021*.

The timing of each audit and corresponding report is determined by the approved *Internal Audit Plan 2021 to 2023*.

The objective of the internal audit review is, 'to assess the adequacy and effectiveness of MCC response and overall management of its business during the COVID 19 pandemic. This internal audit will assess the effectiveness of the controls in place, identify key learnings, and

4 AUGUST 2021

make recommendations for further control and response improvements to continue responding to COVID and future incidents and issues'.

The Scope for the Internal Audit review on Melton Covid-19 is presented to the Audit & Risk Committee at **Appendix 1**.

### 3. Audit and Risk Committee Annual Plan Reference

The Melton City Council Audit and Risk Committee Annual Work Plan references:

20. Review scopes of proposed internal audit reviews

### 4. Financial Considerations

Provision has been provided in this year's budget for Council's Internal Audit contract fees.

### 5. Consultation/Public Submissions

Consultation will occur with relevant staff members throughout the review process of this internal audit review.

### 6. Risk Analysis

As noted on page 1 of the Scope:

"The following COVID related impacts have occurred and are ongoing for MCC:

- Partial or full closure of services, sites and offices;
- Working from home for extended timeframes providing impacts on effective support and monitoring of staff wellbeing and delivery;
- Disruption of controls and processes leading to increased risk of error, fraud or misappropriation;
- Increase speed of response, decisions and program implementation to assist; and
- New funding, grant and relief initiatives for quick design and implementation".

# 7. Options

The Committee has the option to recommend to Council that it accept the draft Scope (with or without the Committee's suggested amendments) or reject the draft Scope entirely.

### **LIST OF APPENDICES**

Draft Scope for the Internal Audit Review on Melton Covid-19

Item 6.12 Draft Scope for the Internal Audit Review on Melton Covid-19
Appendix 1 Draft Scope for the Internal Audit Review on Melton Covid-19

4 August 2021



### **Melton City Council**

# Scope for the Internal Audit of COVID – lessons learned and controls validation

#### 14 July 2021

#### **Audit Background**

In response to COVID, the Council has provided dynamic response, programs and actions. This review will consider fully the effectiveness of the controls in place, identify key learnings and make recommendations for further improvements in control and response to continue to respond to COVID and future incidents and issues. This will also assure on the funding and financial program controls, as high risk where programs have been designed in a short timeframe that controls may not be robust. This also responds to VAGO recommendation to review all controls related to COVID, grants, funding and response.

The following COVID related impacts have occurred and are ongoing for MCC:

- Partial or full closure of services, sites and offices;
- Working from home for extended timeframes providing impacts on effective support and monitoring of staff wellbeing and delivery;
- Disruption of controls and processes leading to increased risk of error, fraud or misappropriation:
- Increase speed of response, decisions and program implementation to assist; and
- New funding, grant and relief initiatives for quick design and implementation.

#### Objective

The objectives of this internal audit is to assess the adequacy and effectiveness of MCC response and overall management of its business during the COVID 19 pandemic. This internal audit will assess the effectiveness of the controls in place, identify key learnings, and make recommendations for further control and

Internal Audit scope Melton COVID-19 review 220721

response improvements to continue responding to COVID and future incidents and issues.

#### Approach

The objectives of the review will be achieved with consideration of the key risk areas, response, and ongoing controls in place for the following processes related to COVID impacts:

#### People and culture

- · Leave management, excessive leave risks
- · Provision of employee support
- Changes to payroll and approval processes
- · Safety risks for remote working
- Offsite asset movement, security and management
- Lessons learned, continuous improvement
- Communication and engagement with our people and our community

#### System and data

- System access changes and workarounds
- Controls and training for cyber, privacy risks impacts
- Record keeping and storage
- · Complaints, breaches and incidents

### Financial controls

- Monitoring of COVID financial impacts
- Accounts payable and spend approvals and delegations
- Debtors waivers, write offs and refunds including relief reductions

### Procurement and contracts

- Emergency provisions for new suppliers
- · Policy exemptions and approvals
- Purchasing controls design changes
- Contract executions and variations

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Item 6.12 Draft Scope for the Internal Audit Review on Melton Covid-19
Appendix 1 Draft Scope for the Internal Audit Review on Melton Covid-19



 Supplier communications and engagement

#### Funding and relief

- · Controls on relief initiatives
- Emergency pandemic support and suppliers
- Grant processes and acquittals

#### **Procedures**

This internal audit will be performed using the procedures outlined below:

- Consideration of all relevant process area and COVID required policy, procedure and templates;
- Walkthrough of key processes to asses appropriateness of control design specific to COVID-19;
- Conduct a test of controls and procedures where relevant to confirm compliance with the policies and procedures:
- Root cause analysis where non-compliance with COVID-19 procedures has been observed in order to identify the primary root cause;
- Review of relevant monitoring and oversight reports, papers and minutes;
- Review and benchmarking of enabling tools used to deliver processes;
- Hold discussions with key participants in the processes; and
- We will conduct this review remotely using your preferred collaboration technology and our secure document dashboard to share information.

### Start and completion dates

Key milestones estimated for this review are as follows.

Activity	Expected dates	
Scope approved	23 July 2021	
Fieldwork commencement	16 August 2021	
Weekly status report	Duration fieldwork	
Draft report	4 October 2021	

Internal Audit scope Melton COVID-19 review 220721

Activity	Expected dates	
Final report including	18 October	
management responses	2021	
Table to Audit and Risk	17 Nov. 2021	
Committee	17 Nov 2021	

#### Options and reporting

We will conduct an options workshop as part of our close out processes with key stakeholders where we will:

- · Discuss and validate our observations.
- Present benchmarking and improvement actions to workshop and inform our solution design.
- Formulate agreed recommendations together.
- We will issue a draft report to provide a further opportunity for management validation and review.
- Development of a draft report for submission to responsible officer and contract manager for feedback and comment.
- Submission of a final report to responsible officer, contract manager and the Audit Committee.

#### Exclusions

This internal audit will not consider the following key COVID activities:

- Effectiveness of the activation, execution and escalation of the pandemic critical incident
- Financial impact recording of overall financial impact of COVID

#### **Key Stakeholders**

We will liaise and interview key representatives and participants to be agreed with the project responsible officer in the opening meeting and as maybe identified during the internal audit conduct. Laura Jo Mellan will be the key Melton

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4 August 2021

Item 6.12 Draft Scope for the Internal Audit Review on Melton Covid-19
Appendix 1 Draft Scope for the Internal Audit Review on Melton Covid-19



City Council contact / responsible officer for this internal audit.

#### **Budget**

The budget for this review is 110 hours.

The work will be delivered by:

- Kylie Maher, Director
- Deepak Cholasamudram, Internal auditor

Sahitya Pidaparthi, Risk Consultant

Factors such as the number of interviews, availability of documentation, and status of the control environment can influence the above estimate. If required, we will advise you of any matters that may compromise our ability to remain within the budget hours.

#### Sign Off

We are in agreement with the scope, approach and terms as outlined in this document.

Prepared by:

**Kylie Maher** 

Director, Governance & Risk Advisory

Moore Australia

Signed:

Date:

**Approved by: Project Responsible Officer** 

Kelvin Tori – CEO Melton City Council

Approval can be accepted by email or electronic email below.

Signed: Approved in email dated 14 July 2021

Date: 14 July 21

Internal Audit scope Melton COVID-19 review 220721

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4 AUGUST 2021

#### 6.13 Internal Audit Report on Integrity Framework

Author: Cheryl Santoro - Senior Administration Officer Presenter: Kylie Maher – Internal Auditor

### PURPOSE OF REPORT

To present the Internal Audit Report, Integrity Framework ('The Report)

### RECOMMENDATION:

That Council:

- 1. note that the Audit and Risk Committee reviewed the Report; and
- note that 23 recommendations are to be achieved within the next 12 months.

### **Recommendation 13**

Ms. Gregory/Cr. Majdlik

That the Council:

- 1. note that the Audit & Risk Committee reviewed the Report; and
- 2. note that the 17 actions are to be achieved within the next 12 months
- 3. note the actions listed below to be incorporated.

**CARRIED** 

### **AUDIT & RISK COMMITTEE DISCUSSION POINTS**

Discussion took place on the following matters raised by Committee Members:

- The Committee noted that the report contained 23 recommendations with only 17 actions recorded.
- A few Committee members had highlighted their concerns that the report was deemed as
  just 'Fair'. There were also concerns that so many items were outstanding and that Council
  officers had a lot of hard work ahead of them and the committee members looked forward
  to seeing the items mentioned in the report updated in the near future.
- s per the Internal Auditor's recommendation, the Committee receive a quarterly status
  report on the policy and procedure workplan, addressing the actions identified, including
  the resourcing allocation and priority.
- It was recommended that the quarterly Executive Risk Management Committee meetings should be aligned to ensure the meetings are scheduled prior to Audit & Risk Committee meetings and that the Legal and Governance Manager should attend these meetings.

### Action:

A quarterly status report on the policy and procedure workplan, addressing the actions identified, including the resourcing allocation and priority, should be tabled at the Audit and Risk Committee meetings.

CEO to consider realigning quarterly Executive Risk Management Committee meetings to meet prior to Audit and Risk Committee meetings and Legal and Governance Manager to attend.

4 AUGUST 2021

### REPORT

# 1. Executive Summary

Internal audit reports are presented to the Audit and Risk Committee in February, May, August and November pursuant to the *Annual Work Plan 2021*.

The timing of each audit and corresponding report is determined by the approved *Internal Audit Plan 2021 to 2023*.

According to that Plan the internal auditors conducted a review of the integrity framework and the resulting Report dated July 2021 is attached at **Appendix 1**.

# 2. Background/Issues

Internal audit reports are presented to the Audit and Risk Committee in February, May, August and November pursuant to the *Annual Work Plan 2021*.

The timing of each audit and corresponding report is determined by the approved *Internal Audit Plan 2021 to 2023*. According to that Plan the internal auditors conducted a review of the integrity framework.

'The objective of this internal audit was to consider the integrity framework in place at Melton City Council. This internal audit considered the design of key frameworks and controls to mitigate actual and perceived risks to integrity'.

The Report dated July is attached at Appendix 1.

With the work completed as outlined in the scope and information provided in the conduct of this internal audit, it was concluded by the Internal Auditors that the integrity framework at Melton City Council as fair.

Outlined in this report is the summarised gaps and improvements to address the findings and detailed recommendations, with defined actions to achieve within the next 12 months.

The internal auditors will be present at the meeting to answer any questions.

### 3. Audit Committee Annual Plan Reference

The Melton City Council Audit and Risk Committee Annual Plan references:

21. Review reports on Internal Audit reviews

### 4. Financial Considerations

N/A.

### 5. Consultation/Public Submissions

Consultation occurred with relevant staff members throughout the process of this internal audit review.

### Risk Analysis

The key risks associated with this review are set out within the report.

4 AUGUST 2021

# 7. Options

The Committee may accept or request further information in relation to this report tabled by the Internal Auditors.

### **LIST OF APPENDICES**

1. Integrity Framework review

4 AUGUST 2021

# MINUTES OF THE AUDIT AND RISK COMMITTEE MEETING

Item 6.13 Internal Audit Report on Integrity Framework

Appendix 1 Integrity Framework review



4 August 2021

Item 6.13 Internal Audit Report on Integrity Framework Appendix 1 Integrity Framework review



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APPENDIX 4 – FRAUD AND CORRUPTION CONTROL PLAN
APPENDIX 5 – CONTENT OF FRAUD AND CORRUPTION PLAN
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Disclaimer

### **DISTRIBUTION LIST**

Kelvin Tori	Chief Executive Officer
Cheryl Santoro	Senior Administration Officer

Integrity Framework Review Internal Audit Final report 270721 2

,

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### **EXECUTIVE SUMMARY**

### Objective

The objective of this internal audit was to consider the integrity framework in place at Melton City Council. This internal audit considered the design of key frameworks and controls to mitigate actual and perceived risks to integrity. Appendix 1 provides the agreed internal audit scope including approach and procedures.

### Overall control environment rating



- Control design improvements identified to ensure that fraud and corruption risk is mitigated.
- Fraud risk, plan, policy and procedure gaps on key control areas.
- Fraud incident has occurred as a result of control environment deficiencies.
- Outstanding action taken on previous audit findings to resolve the item on a timely basis.

With the work completed as outlined in our scope and information provided to us in the conduct of this internal audit, we concluded that the integrity framework at Melton City Council as fair. Appendix 2 provides overall rating matrix to guide this rating process.

### **Individual finding ratings**

In Section 1 of this report, we provide the minor policy gap and recommendations to address with a summary of findings. We have discussed and agreed these with management and provide a proposed implementation roadmap below to guide in this process. We have provided in Appendix 2 a definition of control ratings to guide your review of this report we have outlined in this report control elements and areas.



### **Finding areas**

In the conduct of this internal audit, we noted findings in the following areas for action.

1.1 Integrity policy and procedure framework require review to make current and align to best practice	High
1.2 Fraud and corruption control plan elements should be reviewed and improved	High
1.3 Fraud risk management framework requires review and improvement	High
1.4 Screening and conflict of interest management controls review and improvement	High
1.5 Culture check in and reviews to inform monitoring and improvement plans	Medium

#### **Positive observations**

In the conduct of this internal audit, we noted the following positive observations:

 Management were proactively planning enhancements in the fraud control environment and had implemented detailed fraud risk improvement plan that had been delayed in implementation due to resource gaps and COVID impacts.

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### **BACKGROUND INFORMATION**

#### Framework

Melton City Council (Council) have recognised the importance of preventing, deterring and detecting fraudulent and corrupt behaviour in the performance of council activities. Council has committed to a structured framework and approach to the implementation and review of fraud and corruption prevention, detection, monitoring and reporting based on the Australian Standard for Fraud and Corruption Control (AS 8001-2008).

### **Executive governance**

An Executive risk management committee Chaired by the CEO is in place to oversee risk and fraud activities. It last met in November 2020 and the standing agenda topics included risk management, emerging risks, fraud and corruption control updates and information security risk management.

### **Audit and Risk committee**

The Audit and Risk committee as part of their Charter are required to oversee the councils risk management framework, risk profile and receive regular reporting on the risk register and actions taken (section E). They are also required to monitor the effectiveness of fraud prevention policy, review internal controls over financial and nonfinancial areas of fraud risks (section F).

### Fraud and corruption control plan

The Fraud and Corruption Control Plan (the Plan) is in place to document the council's key fraud and corruption control activities, responsibilities and time frames. The Plan intends to set out actions to be taken in response to findings from independent reviews, internal audits and from fraud and corruption risk assessments undertaken across numerous business areas.

### Risk assessment

Risk assessments are to be undertaken for all identified fraud and corruption risks in accordance with council's current risk management approach. These are evaluated based on their likelihood and consequences to determine which fraud and corruption risks require additional controls. The Plan states objectives to focus on strengthening business structures and procedures in place to prevent fraud and corruption, as well as increasing staff awareness of their personal obligations toward preventing and detecting fraud and corruption.

Council has a Public Interest Disclosure Procedure that enables staff to make disclosures without fear of reprisal. The Plan includes strengthening staff skills in identifying possible fraud risks to reduce the possibility of increased opportunities for fraud at this time.

The Plan includes a detailed outline of planned staff training on fraud and corruption.

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#### Resource gaps

Management confirmed to internal audit that the Risk and Performance Manager position was made redundant through an organisational realignment. In March 2021 the enterprise and corporate risk accountabilities were moved to the Legal and Governance team and a new Risk Officer position was been created. It is expected this role will be filled with the officer commencing on 2 August 2021. This function reports directly to the CEO.

### **Support services**

Crowe were engaged in early 2020 to support the implementation of the Plan and a Fraud and Corruption Control Support Services brief was prepared by Crowe and tabled on the 16 March 2020 to the Council. The plan intended to commence on 26 February 2020 and included four outputs. Those outputs are Fraud and Corruption risk assessment workshop, delivery of face-to-face fraud and corruption training and awareness program, development of other elements of Council's fraud and corruption program and review of Council's fraud and corruption policy and procedure. Due to COVID, this plan was placed on hold and has recommenced in June 2020 with the fraud risk workshops conducted and again in Feb 2021 with fraud awareness training being delivered.

### **Conflict of Interest**

In response to new requirements on managing conflicts of interest in the Local Government Act 2020, strengthening conflict of interest processes is an important part of the current Plan. Council provide conflict of interest training for all employees and councillors in order to be confident in determining whether a conflict of interest exists and how to manage the conflict.

#### Key systems

A HR onboarding (called hronboard) web based tool is used for all preemployment screening, declaration of conflicts, hiring workflow and contracting processes, which also provides a dashboard-reporting tool.

Melton use a risk system provided by Niblex to capture, monitor and report on risk and users across departments have access to the Melton risk register system.

#### **Policies & Procedures**

Melton City Council provided the current policy and procedures in place that from the integrity framework. These include key policy and procedure for employee, contractor and volunteer conduct, conflict of interest, enterprise risk management, fraud and corruption prevention, gifts and procurement. We reviewed the existence, currency and design of these policy documents and they are detailed at Appendix 3.

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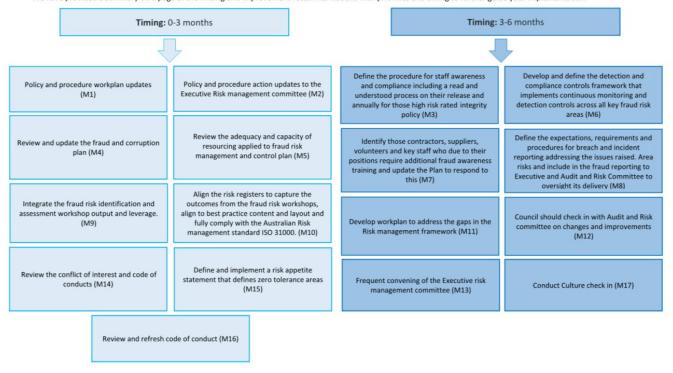
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### IMPLEMENTATION ROADMAP

We have provided a summary on a page of the finding and improvement recommendations with priorities and timing to further guide your implementation.



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### **SECTION 1 – SUMMARY OF FINDINGS**

1.1 Integrity policy and procedure framework require review to make current and align to best practice



### Integrity policy and procedure

Integrity policy and procedures cover key control areas including employee, contractor and volunteer conduct, conflict of interest, enterprise risk management, fraud and corruption prevention, gifts and procurement. We have reviewed the 24 council's policies and procedures relevant to the integrity framework and listing of these and their status are provided as Appendix 3.

We have summarised the gaps and improvements to address these below.

- . 17 of the integrity framework policy and procedure are past their due date for next review; with the next review dates determined by best practice on frequency of review. Of these 17:
  - 6 are 1 year overdue
  - 7 are between 2 and 4 years overdue
  - 6 are between 7 and 10 years overdue
  - . Child safety code of conduct is not aligned to child safe standard 3 in its content and has no dates on the policy were documented; we were advised this was approved on 7 June 2021. The standard clearly states it must spell out the types of behaviours that are appropriate and inappropriate, the required list of directions on the 'do' and 'do nots' are not present in the code of conduct.
  - Volunteer policy for screening, induction, training and awareness is a policy gap
- . The integrity related policies do not reflect council's current operating environment and are not fully aligned with better practice including recommendations made by IBAC and the Australian Standards for fraud and corruption controls.
- The next review dates are not defined and/or aligned with best practice on frequency of review for 7 policy. As guidance the frequency should consider review of highrisk policy an annual basis and confirmation of currency should occur, medium every 2-3 years and low 5 yearly.
- There can be expansion and currency in the policy of fraud and corruption examples to further help employees identify and report suspected fraud and corruption.
- No clear process on how staff are regularly communicated on the integrity policy framework and reminded on the requirement to fully comply.
- . No reporting on past due / overdue policy documents is provided to the Audit and Risk committee for their oversight and monitoring

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The volume and length of timeframe overdue require further analysis on the governance, oversight, resourcing and priority given to policy and procedures for integrity. The nature of these policies and the importance of the control environment they define and expectations they set should prompt for these to be priority policies. Those that have been recently reviewed and refreshed have been prompted by the Local Government Act 2020 obligations.

We also note the following key policy documents considered critical in the integrity framework that are not in place:

- Risk appetite statement including zero tolerance areas; noting that risk appetite statements are now mandated by Victorian government risk management framework
  for all departments and authorities and are highly recommended for local government, flagging the importance and priority of this statement.
- · Fraud and compliance breach management and reporting procedures.
- Policies and procedures for screening for volunteers and contractors.

### **Potential Impact**

The policy and procedure documents represent key tools that set compliance expectations, guiding staff on requirements and protecting the organisation. Where fraud and corruption related policies are not reflective of Councils current operating environment and better practice the required processes and controls may not be applied to mitigate risk of a fraud and corruption event.

IBAC recommends organisations to have corruption and fraud risks managed and underpinned by policy and procedure that identify risks, produce policy strategy and controls to address them, which is not being met. (Local government integrity frameworks IBAC review - section 4.2.3)

IBAC recommendations for policy and procedure provide clear examples to assist employees are not met (section 5.2.1)

### Recommendation

- Update the policy and procedure to address the gaps outlined to reflect current and planned process, meet best practice content and coverage requirements, and consider opportunities to align and benchmark them with the IBAC integrity framework reports and Fraud and Corruption Control standard AS8001-2008 for content.
- 2. Review the governance, priority, reporting and resourcing given to integrity policy and procedures.
- Define the procedure for staff awareness and compliance including a read and understood process on their release and annually for those high risk rated integrity policy.

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### **Management comments**

M1.	Implement a policy and procedure workplan to address the 20 policy actions identified, review, and allocate resourcing and priority to achieve this.	Accountable: Manager Legal & Governance	Target date: June 2022	Management Comments: Agree
M2.	Deliver a quarterly policy workplan update to the Executive Risk Management Committee and to future meetings of Audit and Risk Committee on the status of the policy and procedure actions.	Accountable: Manager Legal & Governance	Target date: December 2021	Management Comments:  Agree, a Quarterly update to the Risk Management Committee & A&RC on status
M3.	Define the procedure for staff awareness and compliance including a read and understood process on their release and annually for those high risk rated integrity policy.	Accountable: Manager Legal & Governance	Target date: December 2021	Management Comments: Agree

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### 1.2 Fraud and corruption control plan elements should be reviewed and improved



### Fraud and corruption control plan

A fraud control plan should be in place to outline the Councils fraud prevention, detection and response initiatives and include the key risks from the fraud and corruption risk assessment, key controls and activities that will be conducted. The Australian Standard and IBAC recommendations are for fraud and corruption control plans to be reviewed every 2 years. The fraud and corruption plan states that Council has developed its framework and approach in line with the Australian Standard for Fraud and Corruption Control (AS 8001-2008). We provide an extract and review of the action status at Appendix 4 for the fraud control improvements.

Our review of the current fraud and corruption control plan provided to internal audit highlighted the following issues:

- . It was provided in Draft status and does not have recorded authorisation of the Audit and Risk Committee; the status of the plan was however tabled to this committee on 9 December 2020.
- . The plan was noted in its objective as prepared in September 2020 to respond to a 2017 review and findings raised by IBAC.
- The fraud risks identified are not comprehensive, addressing all areas of risk and brief in their description; finding 3 provides further analysis and recommendations on fraud risk management. Due to this gap, the action plan is limited and brief in its content.
- . The fraud plan actions does not confirm the conduct of the fraud risk workshops in June 2020 as key input into this plan and how this risk analysis was leveraged and utilised to inform the plan
- . The MCC risk register provided does not capture the fraud risks identified in the June 2020 workshops for mitigation, monitoring and ongoing reporting.
- The report to the Audit and Risk committee in Dec 2020 confirmed that the 2017 reports by IBAC and Internal audit confirmed that the risk assessments conducted had short comings and that new risk workshops were to be scheduled and leveraged to refresh the plan and table to the Audit and Risk Committee. The plan has not yet been refreshed for the fraud risk analysis.
- The communication and awareness message calendar proposed for monthly delivery could not be confirmed as delivered, organisation wide fraud awareness training was delivered in February 2021.
- . The control improvements outlined are not defined and detailed in clear actions and owners and it is unclear their status of completion.
- The plan provided to internal audit recorded all the actions as open status and the report to the Audit and Risk committee confirmed 14 of the actions as completed.
- For those control improvements defined, there was 19 actions and the status reported as Open for all on the plan provided, on enquiry no further updates on current status could be provided and our review of the control improvements could not evidence that the action outlined had been completed with the exception of the fraud risk workshops in June 2020 and the fraud awareness training which was evidenced as delivered in February 2021.
- Reasons for delay provided to the Audit and Risk committee included COVID restrictions and pending the Local Government Act 2020.
- No evidence of regular review, monitoring and update on the status of control improvements; interviews confirmed the gap in resourcing had not been reviewed or monitored closely in the last 6 months. The last update in Dec 2020 provided short status update on training delay.
- . The due dates assigned are not staggered or phased with default date of 31 July 2021, not allowing for monitoring and oversight of continuous improvement action.

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- Information and resources for employees, contractors and volunteers are not considered as part of risk and control elements.
- . As required in the Australian standard there is no specific training and awareness activities defined to be delivered for staff working in high risk areas including procurement and finance. This should also extend to identify suppliers, contractors or volunteers who the inherent risk in the roles places them in position to expose Council or be aware of fraud and corruption risks and issues. For those identified in these higher risk roles training should also be provided for them.

#### Fraud Control Officer

There is currently no documented fraud control officer with well documented roles and accountabilities at the council that has responsibility for developing and implementing the Councils fraud and corruption control framework. This is a recommended resource to ensure there is priority, adequacy of resourcing and capability to deliver on this framework. We were informed that the Risk Officer when appointed will be the designated the fraud control officer. The adequacy of resourcing may require review given the volume of risk and integrity framework improvements and actions outstanding including catch up required to deliver these key controls and close monitoring. Management have confirmed that this was previously the Manager Risk and Performance and will now be the Risk Officer who will commence on 2 August 2021.

In our benchmarking of fraud and risk control plans for local government the following are areas for further consideration on risk, review and control focus to incorporate in the plan and define ongoing actions:

Compliance auditing – the fraud control plan and the improvement actions provide details of the compliance auditing to be conducted to provide for assurance checks on the key controls in place, this should be outlining the internal reviews planning and third party including internal audit.

Detailed risk analysis, controls and action plans related to key fraud risk areas of procurement, conflicts of interest, screening, volunteers and contractors are provided and directed in best practice plans. Action plan 1, 6 and 8 address these topics with high level policy actions raised only. The risks and actions are limited, high level and not directing for assurance and continuous improvement expected in these high risk areas. As these are well recognised high risk areas flagged, by IBAC in their past reports, these should be well covered in the fraud risk and control plans. The fraud risks captured by Crowe in the risk outputs provided to Council should be reviewed to confirm they cover these risk areas and recorded into the Council register.

### **Detection controls**

The fraud and corruption Australian standard and best practice recommendation that a defined fraud and corruption detection program is implemented. There is a short list of some monitoring controls documented in the fraud and control plan. However, it is not a comprehensive outline aligned to better practices that should include the design and implementation of continuous auditing, data mining, exception rules, and reporting and analysing of unusual trends and transactions on high-risk transactions and process information and data.

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#### Breach and incident reporting

There is no formalisation of the procedures and accountabilities for capturing, reporting, analysing and escalating all detected fraud and corruption incidents across the organisation. Where breaches or frauds are detected, there is no defined policy aligned to best practice that it is mandatory that a review is conducted to reassess the adequacy of the internal control environment and identify if improvements are required, including the requirement to consider an independent assessment where there is conflict risks, experience in control design and/or severity to the incident or breach. The protected disclosure procedure provides some coverage of the process where there is reporting and whistleblower actions.

### **Potential Impact**

Where there is not a comprehensive framework and plan for the identification and ongoing management of potential areas of fraud and corruption is not fully effective, there is an increased risk that fraud and corruption risks are not adequately identified and controls to minimise the risk of fraud and corruption are not implemented or

IBAC recommendations on comprehensive fraud and corruption control plans are not met (Local government integrity frameworks IBAC review - section 5.2).

### Recommendation

- 4. Review and update the fraud and corruption plan to address the gaps outlined, refresh to respond to the fraud risk assessment, and consider the better practice elements of fraud and corruption plan provided in Appendix 5.
- 5. Review the adequacy and capacity of resourcing applied to fraud risk management and control plan, including the formal designation of the Fraud Control Officer and their roles and accountabilities.
- 6. Develop and define the detection and compliance controls framework that implements continuous monitoring and detection controls across all key fraud risk
- 7. Refresh and extend the annual fraud training plan for regular ongoing training for all staff, including any key high risk contractors, supplier and volunteers, key position and role specific tailored to the relevant inherent business area risks and include in the fraud reporting to Executive and Audit and Risk Committee to oversight its delivery.

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8. Define the expectations, requirements and procedures for breach and incident reporting addressing the issues raised.

### **Management comments**

M4.	Review and update the fraud and corruption plan to respond to the detailed fraud risk assessment, and align to the better practice elements of fraud and corruption plan. This includes updating the staff-training plan as recommended.	Accountable: Manager Legal and Governance	Target date: September 2021	Management Comments : Agree
M5.	Review the adequacy and capacity of resourcing applied to fraud risk management and control plan, including the formal designation of the Fraud Control Officer.	Accountable: Chief Executive Officer	Target date: September 2021	Management Comments : Agree
M6.	Develop and define the detection and compliance controls framework that implements continuous monitoring and detection controls across all key fraud risk areas.	Accountable: Manager Legal and Governance	Target date: September 2021	Management Comments:  Agree, this will be addressed as part of the review and update of the fraud and corruption plan
M7.	Identify those contractors, suppliers, volunteers and key staff who due to their positions require additional fraud awareness training and update the Plan to respond to this.	Accountable:  Manager Legal and Governance	Target date: December 2021	Management Comments : Agree
M8.	Define the expectations, requirements and procedures for breach and incident reporting addressing the issues raised. and Risk to oversight its delivery.	Accountable:  Manager Legal and Governance	Target date: December 2021	Management Comments : Agree

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### 1.3 Fraud risk management framework requires review and improvement



#### Risk management framework

Risk management policy and framework were last updated in 2018 and do not reflect Council's current operational environment and best practice risk practices.

The current risk management framework is not comprehensive, comprising of policies, processes and clear accountabilities for risk management across the organisation with the following key gaps noted:

- . Extended gaps in resourcing of the risk management function have impacted the review, improvement and implementation of the risk management framework.
- Framework for identification and ongoing management of potential areas of fraud and associate fraud controls is not fully effective; with no detailed fraud risk, assessments conducted since 2017 and there were reported by IBAC and internal audit as having shortcomings.
- The Executive risk committee is in place to oversight risk management however, this was last convened in November 2020.
- . No independent review of the risk framework has been conducted. The IBAC and Victorian government recommendations for an annual review to check in on their currency, risk treatments and effectiveness of controls are not being met. An independent review is also recommended and best practice to have this conducted at minimum on a rotational 3-year basis. Some local governments prioritise this more frequently given the importance of the risk framework to the organisation and its
- No risk improvement work plan is in place to drive continuous improvement in the risk management framework.
- Embedding risk management accountabilities into all manager position descriptions have not been implemented.

There have been risk management assessments of potential fraud and corruption risks across the Council's operations, with fraud risk assessments conducted in 2017 and

- Fraud risk assessments were conducted by Macquarie Lawyers in July and October 2017 with recommendations made by IBAC and past Internal audit review in 2017 for further work on risk assessments to be conducted as these were found to have shortcomings;
- . This was responded to with fraud risk workshops conducted in June 2020 by Crowe however there was no evidence of action, monitoring and alignment of the risk register and fraud plan to leverage this fraud assessment work as at July 2021
- . a gap of 3 years in risk assessment processes had occurred and the Australian Standard and IBAC recommend 2 yearly risk assessments and ongoing monitoring of the fraud risks status and mitigation actions.

#### Risk register and reporting

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We have analysis the fraud risks and controls including last updates as provided to internal audit in the Council risk register. These are analysed and extracts provided as Appendix 6. The Crowe fraud risk assessment documents were not provided to internal audit until 26 July (when they were obtained from Crowe) and were not analysed as part of this audit. The risk register system extracts provided to internal audit showed:

- . There is no current separate fraud risk register or reporting providing a comprehensive document of fraud and corruption risks; there are two risks and nine fraud related actions captured on the Council risk register that is limited in content and refers to credit card and Fraud and Corruption control plan as key control.
- The risk register provided for the Council risks had 64 risks captured; analysis showed 36 had no update for more than 10 months and 14 no update for more than 12
- . The two fraud risks captured had a due date of 2018 (credit card fraud) and Feb 2020 (fraud and corruption) confirming no recent updates had occurred to review these fraud risk actions.
- . For the nine fraud control actions associated, they had brief detail, were still shown as in progress and had no update provided since July 2020.
- No Risk statements are documented for all key fraud risks across all departments.
- No Risk ratings are assessed and assigned to consider residual and inherent risks and how they are informed by controls assessment.
- Consequence and likelihood tables are not current, best practice and providing guidance for ratings with the two fraud risks assessed as Medium, which would require challenge on the accuracy of this rating.
- No analysis and documentation of the existing controls in place for fraud risks.
- No analysis and documentation of the existing Preventative and detective controls.
- Mitigation actions, owners and target dates for the risk mitigation activities not defined
- Next review date for controls and mitigations for monitoring not defined.
- Control effectiveness reviews are not occurring for fraud risks.
- Process and approaches for identification, escalation and resolution of control failure are not in place.
- No regular risk reporting analysis, dashboard or status aligned to best practice is occurring on fraud risk.
- No regular risk dashboard reporting, which is current practice to effectively oversight risk is not in place for Executive and Audit and Risk committee

In benchmarking of other local council risk registers, they have generally identified 20+ departments requiring regular fraud risk assessment and risk registers for monitoring. The approach sees each Department risk register being monitoring in reporting on the controls and actions and their status.

### **Escalation and emerging risks**

A key component of an effective fraud risk management framework is the reporting on escalating and emerging risks. There is no approach, process or reporting to facilitate for staff to report escalating and emerging risks and for these to be escalated and reported to facilitate assessment and mitigation. There is a standing agenda item on the Executive risk management committee but it is not clear how these risks are identified and tabled to this committee.

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#### Risk governance

The Audit and Risk Committee Charter August 2020 outlines the committees' accountability to monitor the effectiveness of fraud prevention policy and review internal controls over areas of risk. The Charter also requires the committee to review systems and processes to oversee compliance, review processes for communicating code of conduct to employees and contractors, monitor compliance with the code, and obtain briefings on significant compliance matters.

The current oversight processes for the fraud risk register are not clear, but there has been review by executive in the past. Clear processes and requirements for regular reporting and monitoring of the fraud and corruption risks to senior management of the risks and their controls are not currently in place.

Further consideration should be given to the convening and frequency of meeting of the internal risk management Executive committee to provide focus, oversight and regular monitoring of all risks with a standing agenda item to focus on integrity risk management. This committee is a good practice recommendation by IBAC. This will provide the committee with explicit responsibility for integrity risks and prevention strategy and mitigation oversight. This also sends a message on the priority, importance and time investment for the committee to manage of fraud and corruption risks.

The Audit and Risk Committee receives the fraud and corruption plan annually but does not receive the fraud risk register for review. A high-level key risk matters report was tabled to the September 2020 Audit and Risk committee. Further consideration should be given to increasing the frequency and time allocated to review these risks. IBAC recommends regular monitoring by the Audit and Risk committee in their guidance. The Audit and Risk committee does not currently have a standing agenda to review of suspect and corrupt conduct as recommended by IBAC.

### **Potential Impact**

Lack of ongoing fraud risk identification, evaluation, treatment and monitoring fraud risk may go undetected and untreated leading to increased risk of fraud and corruption event occurring at council which may result in significant property, financial and reputation loss.

IBAC recommendations on integrity risk management frameworks and fraud risk management are not met (Local government integrity frameworks IBAC review - section 4.2.1 to 4.2.5, 8.3.2).

### Recommendation

9. Fraud Risk assessment. The Council should review the Crowe risk workshop output, validate and adopt this in the Councils fraud and corruption risk registers to improve the currency and quality of the fraud risk information managed by Council. This review and leverage of the Crowe work completed to date should include:

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Assess risk statements provided and potential causes of fraud and corruption events to ensure that the causes can be clearly identified and controls implemented to monitor and minimise the risk of fraud and corruption event.

Assess the risk rating, inherent and residual to confirm that the assigned risk rating and associated mitigation and monitoring activities are commensurate with the level of risk to the Council.

Validate that all the business processes, functions and areas as outlined below with high inherent risk in the risk assessment processes.

Assess the allocation of responsibility for the management of potential fraud risks to ensure that the allocation is clear, appropriate and aligned to

Document fully the mitigation actions for the fraud risks including actions, owners and dates to facilitate monitoring and capture these in the council risk register and reporting

Leveraging this risk analysis work update the fraud management plan to align to the priorities and actions for fraud risk management.

Continue to extend the ongoing participation in the risk processes with the regular and scheduled conduct of risk workshops to facilitate updates, monitoring and status of, identification and awareness of fraud and corruption risks.

Ensure that the risk assessment and monitoring process is not conducted in silo function, but cross-organisation risks are identified and ownership shared.

- 10. Fraud Risk register. Undertake a review of the framework for the identification and ongoing management of fraud and corruption risks. Complete a thorough review of the fraud risk register to ensure that fraud risks causes and statements are clear and can be used to inform the design and operation of effective controls. We note that Council captures all of its risks into a single risk register in the risk system however; we recommend that using the category and classification tools in the system will facilitate the analysis and reporting of defined risk types. By selecting all those with a fraud risk category, you can produce the required fraud risk register. The findings outlined also represent gaps in process to the Australian risk management standard IS) 31000:2018 which Victorian government requires is the standard that local government should align to.
- 11. Risk tools. Review the tool used to capture report and monitor risks to provide accessibility, awareness and continuous review of risks.
- 12. Fraud Risk assessment and participation. Identify the departments and areas that require a separate risk assessment and register. For these fraud risk assessments implement monitoring and forward schedule to plan and confirm regular, frequent and current risk assessment and evaluation occurs. Leveraging the risk management and fraud and corruption Australian standards, the following functions are viewed as elevated risk of fraud and corruption risk and should have separate and detailed risk assessments, registers, monitoring and reporting processes in place:

Financial functions - cash, revenue collection and payment systems, salaries and allowances, entertainment expenses.

Construction, development and planning functions - land responding, development applications, construction and building activities.

Regulatory functions – inspection, regulations, facility monitoring, operational functions including issue of fines or other sanctions.

Licensing functions – issue of qualifications or licences to indicate proficient or enable the performance of certain activities.

Demand-driven or allocation based functions - where demand exceeds supply, allocation or services or grants of public funds, provision of subsidies, financial assistance, concessions or other relief

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Procurement and purchasing functions - including e-commerce activities, tendering, contract management and administration. Other functions - regular dealings between public and private sector personnel.

- 13. Risk management framework. Develop a work plan to address the gaps in the risk management framework. Schedule and undertake an independent review of the risk management framework to provide assurance on compliance, a maturity assessment and work plan for continuous improvement and priority of work to improve the framework.
- 14. Emerging risks. Define the process and approach for capture, analysis and reporting of emerging risks.
- 15. Risk governance. Reconvene the Executive risk committee to provide frequent oversight and monitoring of fraud risk management. Check in with the Audit and Risk Committee to determine its needs from Council so as it can fully meet its charter obligations on fraud, compliance and codes of conduct and confirm the agenda, reporting content and frequency and information/briefings provided to the Committee are providing for discharge of its obligations. Address the findings raised on risk governance and implement priority improvements, standing agenda and oversight. Increase the frequency and oversight given to fraud risk, improvement work plans and fraud and corruption plan monitoring.

### **Management comments**

M9. Review, validate and update the council fraud and corruption risk registers leveraging the Crowe workshop output to improve the quality of the fraud risk identification, mitigation and monitoring of actions as outlined in the report.	Accountable: Manager Legal & Governance	Target date: December 2021	Management Comments: Agree
M10. Align the fraud risk registers from Crowe with the Melton risk register to capture the outcomes from the risk workshops, align to best practice content and layout and fully comply with the Australian Risk management standard ISO 31000. Action all risk register improvement actions outlined in this report. This includes defining the process and approach for capture of emerging or escalating fraud risk.	Accountable:  Manager Legal & Governance	Target date: December 2021	Management Comments: Agree

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M11. Risk management framework. Develop a work plan to address the gaps in the risk management framework. Schedule and undertake an independent review of the risk management framework to provide assurance on compliance, a maturity assessment and work plan for continuous improvement and priority of work to improve the framework.	Accountable: Manager Legal & Governance	Target date: December 2021	Management Comments: Agree
M12. Council should check in with Audit and Risk committee on changes and improvements needed to allow it to meet its charter obligations. Ensure the frequent tabling of the Fraud and Corruption plan and Fraud Risk register for oversight of status of actions.	Accountable: Chief Executive Officer	Target date: December 2021	Management Comments:  The Audit & Risk Committee to advise Management on changes and improvements required to allow members to meet their Chartered obligations.
M13. Convene the Executive risk management committee on a more frequent basis to reinstate the regular oversight and add the implementation of these recommendations as a standing agenda items to assure on resource, priority and delivery. Ensure the frequent tabling of the Fraud and Corruption plan and Fraud Risk register (extract of fraud risks from the risk system) for oversight of status of actions.	Accountable: Chief Executive Officer	Target date: December 2021	Management Comments:  Agree, Quarterly meetings of the Executive Risk Management Committee will be convened.

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### 1.4 Screening and conflict of interest management controls review improvement



### Conflict of interest management

The 2014 staff code of conduct provides an outline of expectations related to conflict of interest. It is not clear on its expectations of staff with regards to conflict of interest declaration and management. There are no examples, checklists or guidance provided to assist and highlight the importance of this to staff and their obligations. Code of conduct must include procedures for dealing with alleged and actual breaches of conflict of interest (LGA s.49 part 3 (a). It also references out-of-date gift and hospitality requirements that do not align with the current policy, procedure and LGA.

Conflict of interest provided was Oct 2012 guidance document from the Department of Planning and Community Development for Council committees. Conflict of interest provided for councillors was the Oct 2012 guidance document from the Department of Planning and Community Development for Councillors Conflict of interest provided for staff was the Oct 2011 guidance document from the Department of Planning and Community Development. We note that updated drafts of conflict of interest guidance have now been published by the Department, and these should now be referenced as more current, noting that are draft as the past guidance that are not compliant with the new Act requirements.

Given the risk, past incidents and issues in this risk area there is obligation to further review of the quality and content of the induction and ongoing training for staff, volunteers and contractors on conflicts of interest and the targeted annual training should be improved to consider these past incidents.

### Screening processes for conflicts, independent checks

The fraud plan identifies the undertaking of pre-screening of agency staff and aligns probity requirements to the standards of council employee (i.e. police check, working with children check and process to manage conflict of interest) as a control improvement that has not yet been completed.

There is no Contractor and supplier code of conduct to outline integrity expectations. They are not being provided clear directions to all suppliers regarding their obligations in relation to conflicts of interest, gifts, benefits and hospitality. It was identified that a contractor / supplier due diligence and code of conduct were control improvements required in the fraud management and corruption plan but they have not yet been drafted and implemented.

A central conflicts of interest register - maintain and monitoring by risk officer recommended to be an electronic register that facilitates cross checks of other data held by organisations.

The current procedure processes can be reviewed to consider further requirements for all tender panel members to provide conflict of interest and confidentiality declaration before and after tender evaluations. (Local government integrity frameworks IBAC review - section 6.1.2)

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#### Secondary employment and directorships

The code of conduct currently permits staff to self-assess the conflicts associated with other employment or unpaid activities. Procedures should be reviewed for improved controls, transparency and clearance on secondary employment, including other director roles and how they create a conflict and directions on their declaration, capture and clearance. Reminding staff on this regularly and seeking declarations from all staff on other employment, directorships and unpaid activities. Capture of these electronically can also provide for cross matching and analysis to detect conflict risks in suppliers and contractors. Fraud control improvement plan action item 9 identified improvement plan in training for staff on secondary employment, which the general fraud awareness training recently provided high-level coverage. However, more direct and detailed training in this risk area should be considered.

#### Compliance activities

The Council has placed a large reliance on policy existence as the key control and there can be improved level of assurance activity to check and monitor. There are limited compliance activities occurring over screening, and conflicts of interest to analyse data, monitor and assure. There is a risk that fraud and corruption activity may go undetected if there is no review and scrutiny of compliance. The inherent nature of a fraud event is non-compliance event that, if it goes undetected, will continue to escalate and be repeated. Detection controls across three lines of defence must be robust and implemented.

### **Potential Impact**

The policy and procedure documents represent key tools that any gaps in their content increase risks in setting compliance expectations, guiding staff on requirements and protecting the organisation. Ineffective controls for screening and conflict of interest may lead to the organisation being exposed to fraud and corruption events resulting in financial and reputational impacts.

IBAC recommendations on managing conflicts of interest are not met (Local government integrity frameworks IBAC review - section 6.)

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#### Recommendation

- 16. Conflict of interest framework to be further improved to provide specific, clear policy, procedure, assurance checks and guidance across all staff, high risk contractors, suppliers and volunteers. This review should be fully informed by past incidents and fraud risk areas to provide specific control design and guidance examples for relevance to the Council environment and to respond to learnings.
- 17. Developing a contractor / supplier code of conduct to outline expectations of contractors and suppliers on integrity, ethics and conduct and their obligation to report suspected misconduct or corruption in line with the recommendations made by IBAC on local government integrity.
- 18. As part of the framework, review the induction and ongoing processes for awareness, acknowledgement and attestation on compliance with code of conduct, key policy, conflict of interest for staff, volunteers and contracts to confirm robust controls in place, procedures well defined and compliance monitoring over completion of these key tasks are occurring. This should be considered a key risk area in the fraud and corruption plan for detailed control and action
- 19. Reviewing the secondary employment and directorships declaration processes.
- 20. Review the compliance framework in place for key fraud risk areas outlined throughout this report including due diligence, screening, procurement and conflicts management map and confirm that three lines of defence are in place, that they are well designed and being performed consistently and at required frequency.

### **Management comments**

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### 1.5 Culture check in and reviews to inform monitoring and improvement plans



#### Ethical culture

Council should aim to ensure that it has a healthy and sustainability ethical culture by implementing an integrity framework that should include elements of policy, guidance and check-ins. Governance and executive roles in fostering an organisational culture of ethical behaviour is critical element to fraud and corruption prevention.

The council has elements of policy, staff check-in surveys and code of conducts in place but they are not aligned to current operational environments, limited in their inclusion of guidance and examples on fraud and corruption and not targeted specifically on fraud and corruption risks.

#### The code of conducts:

- . Child safety code of conduct gaps to best practice, legislation and no date and next review; unclear if staff have been training and made aware of this code. Child safety standard 3 as outlined previously has not been complied with.
- . Staff code of conduct last updated in 2014; not current, gaps to best practice and not prioritised.
- Councillor code of conduct updated as a result of LGA requirements.

The code of conduct requires a statement of acknowledgement to be signed. It is unclear if this is a regular process or only on indication.

There is no risk appetite statement in place that provides clear statements on zero tolerance areas of behaviour, compliance and culture. No fraud survey has been conducted however, surveys have been conducted that include some coverage of these risks areas in their content. As part of the Crowe fraud awareness training, a fraud survey was conducted; it is unclear if this has been provided to Council and actions to address any issues raised formulated.

The participation and prioritisation of fraud risk by senior management and the Audit and Risk Committee have been noted by the interviewees as an opportunity to improve to set the tone and importance of these processes. Benchmarking of other local councils shows actions like executive and committee standing agenda items to prioritise and provide continuous oversight, annual fraud surveys with improvement plan actions and fraud and corruption control reference groups providing for participation and hearing from all levels of staff. These actions also send message of the importance and priority of fraud and corruption risk management.

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### **Potential Impact**

Where there is not clear expectations, tolerance definitions and check-ins on staff ethical culture issues, perceptions and escalating risks may go undetected and not provide for early mitigation and rectification to prevent fraud and corruption incidents.

### Recommendation

- 21. Define and implement a risk appetite statement that defines zero tolerance areas.
- 22. Review and refresh the code of conduct to provide guidance, examples and currency, define and implement training and awareness programs for staff and prioritise the review of the code. Define the process for regular acknowledgement of the codes of conduct.
- 23. Conduct targeted and regular fraud survey to hear from all staff on culture, perception, risks and issues and develop response and continuous improvement actions to inform risk and fraud mitigation action actins captured in the plan and risk register.

### **Management comments**

M15. Define and implement a risk appetite statement that defines zero tolerance areas.  M16. Review and refresh the code of conduct to provide improvements in content as outlined in the report and define the approach for staff acknowledge on a regular basis.	Accountable: Chief Executive Officer  Accountable: Manager Legal & Governance	Target date: December 2021  Target date: December 2021	Management Comments: Agree  Management Comments: Agree
M17. Consider the approach to culture check in, noting that staff receive a large volume of surveys and this may not be appropriate mechanism. Conduct this check in and use it to inform risk and fraud actions defined in register and plans.	Accountable: Manager People & Culture	Target date: December 2021	Management Comments: Agree

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### APPENDIX 1 - INTERNAL AUDIT SCOPE

### Objective

The objective of this internal audit is to consider the integrity framework in place at Melton City Council. This internal audit will consider the design of key frameworks and controls to mitigate actual and perceived risks to integrity.

#### Approach

The objectives of the review will be achieved with consideration of the key controls in place for the following processes:

### 1. Framework elements

- · Design of key controls for prevention of fraud, corruption, conflict, probity and setting of expected ethical behaviour standards.
- We will consider status of compliance with Local Government Act 2020 as relevant including – public transparency, part 6 council integrity including code of conduct, conflict and gifts.

### 2. Risk management

· Approach for effective management of integrity risks including identification, assessment and monitoring of mitigation activities.

### 3. Governance and culture

· Oversight and monitoring of integrity framework, risks, issues and organisational culture.

### 4. Alerting processes

· Whistle-blower, incident, complaints and breach management frameworks to alert and escalate related to integrity.

### 5. Screening, Training and awareness

- · Training frameworks in place and their accessibility, currency and response to risks.
- Screening, induction, and ongoing processes for staff, volunteers, contractors and councillors.

### **Procedures**

This internal audit will be performed using the procedures outlined below:

- · We will reference past IBAC integrity reviews and their recommendations for action to inform our internal audit procedures;
- · Consideration of all relevant code of conduct, policy, procedure, guidance and templates;
- · Review of existing fraud, corruption and probity control plans;
- · Analysis of risk, incidents, breaches registers, reports and prior reviews to consider response and control improvements;
- · Walkthrough of key processes to confirm design and operation of the integrity framework;
- · Hold discussions with representative participants and process owners in the processes.

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### APPENDIX 2 - INTERNAL AUDIT REPORT RATING GUIDANCE

The following provides a definition of the layout and content of our control ratings matrix to guide the reader in interpretation.

Rating	Finding / Control rating definition
Critical	The control observation has and will continue to impact the organisation in a material and significant way. This may impact on one or all of the organisations strategic outcome, reputation, financial sustainability, and safety and operation continuity. This control is unacceptable and requires immediate action to mitigate. This control requires reporting to the Executive sponsor for this review and escalation to the governance authorities.
High	The control observation has the potential to impact the organisation in a material and significant way. This may impact on one or all of the organisations strategic outcome, reputation, financial sustainability, and safety and operation continuity. This control is unacceptable and requires immediate action to mitigate.
Medium	The control observation has the potential to impact the organisation in a moderate way. This may impact on one or all of the organisations strategic outcome, reputation, financial sustainability, and safety and operation continuity. This control may be acceptable over a short period or in line with the organisations risk appetite and tolerance however, review of this should occur and approval to accept, monitor and/or plan to mitigate should be implemented.
Low	This control observation is unlikely to impact the organisation in the short term or in a material way. This control is raised as it may escalate or not align to the organisations risk appetite and should be reviewed and monitored.
	We flag this improvement opportunity as an emerging or future issue related to the scope area that is occurring in the sector and environment. It provides you with an alert to consider in your organisation for monitoring of emerging and escalating risks and/or future change or strategy implementation. With the objective to position you to be proactively mitigating and planning on these risks that may impact you in the longer term.

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### Overall, process rating

We provide this overall rating of the process area under review as detailed in the project objective and scope.

Rating	Guideline Description
Strong	<ul> <li>No control design improvements identified. Robust policy and procedure to set expectations guide and protect.</li> <li>Only minor instances of controls identified as not operating which have mitigating back-up controls, or the risk of loss is immaterial.</li> <li>All previous significant audit action items have been closed.</li> </ul>
Adequate	<ul> <li>Control design improvements identified, however, the risk of loss is immaterial. Minor policy and procedure gaps only.</li> <li>Isolated or "one-off" significant controls identified as not operating for which sufficient mitigating back-up controls could not be identified.</li> <li>Numerous instances of minor controls not operating for which sufficient mitigating back-up controls could not be identified.</li> <li>Some previous significant audit action items have not been resolved on a timely basis.</li> </ul>
Fair	<ul> <li>Control design improvements identified to ensure that risk of material loss is minimized and functional objectives are met. Some policy and procedure gaps on key control areas.</li> <li>A number of significant controls identified as not operating for which sufficient mitigating back-up controls could not be identified.</li> <li>Losses have occurred as a result of control environment deficiencies.</li> <li>Little action taken on previous significant audit findings to resolve the item on a timely basis.</li> </ul>
Poor	<ul> <li>Significant control design improvements identified to ensure that risk of issues related to integrity, probity, inaccuracy, material loss or adjustment is minimised and functional objectives are met. Significant gaps in policy and procedures for key control areas.</li> <li>An unacceptable number of controls (including a selection of both significant and minor) identified as not operating for which sufficient mitigating back-up controls could not be identified.</li> <li>Large volume of inaccuracies, high impact issues and/or material losses have occurred as a result of control environment deficiencies.</li> <li>Instances of non-compliances, fraud or significant contravention of corporate policy or legislative/regulatory obligations detected.</li> <li>No action taken on previous significant audit findings to resolve the item on a timely basis.</li> </ul>

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### **APPENDIX 3 – KEY INTEGRITY POLICY STATUS**

We reviewed the status of the key integrity policy for the Council and detail this below. Where policy status is marked with \* we have applied the best practice review frequency rather than the council dates defined.

Council policy document content						Internal audit finding		
#	Policy name		Policy date of issue		Policy expiry	Policy next review date	Policy status	Years
1	Advocacy Policy	2.0	30-05-2016	30-05-2016	30-05- 2020		Overdue / expired	1
2	Code-of-Conduct-Child-Safe						No dates on policy	
3	Complaints-Management-Policy	2.0	26-05-2015	26-05-2015	01-05- 2017		Overdue / expired	3
4	Conflict of Interest - Council Committees – Department guide		31-10-2012				Overdue / expired	9
5	Conflict of Interest - Councillors		31-10-2012				Overdue / expired	9
6	Conflict of Interest - Staff		31-10-2011				Overdue / expired	10

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Counc	cil policy document content	Internal audit finding						
#	Policy name		Policy date of issue	Policy authorisati on date	Policy expiry	Policy next review date	Policy status	Years
7	Contractor Induction Checklist V2		31-03-2021				Current	
8	Councillor-Code-of-Conduct-Adopted-8-February 2021		08-02-2021				Current	
9	Credit Card Policy and Procedure (Staff)	7.0	04-02-2021	04-02-2021		31-12-2021	Current	
10	Credit-Card-Policy-and-Procedure-Councillors-14- October-2019	1.0	05-08-2019	14-10-2019		30-09-2021	Current	
11	Employee Code of Conduct		05-03-2014				Overdue / expired	7
12	Enterprise Risk Management Framework	2.0	08-03-2018	08-03-2018	08-03- 2021		Overdue / expired*	1
13	Enterprise Risk Management Policy	4.0	02-01-2018	08-03-2018	08-03- 2021		Overdue / expired*	1

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Coun	cil policy document content	Internal audit finding						
	Policy name		Policy date of issue	Policy authorisati on date	Policy expiry	Policy next review date	Policy status	Years
14	Fraud and Corruption Control Policy	3.0	24-11-2016	06-02-2017		31-12-2019	Overdue / expired	2
15	Fraud and Corruption Control Procedure	3.0	24-11-2016	06-02-2017	31-12- 2019		Overdue / expired	2
16	Gift and Merchandise Policy	3.0	23-03-2015	26-05-2015	30-03- 2017		Overdue / expired	4
17	Gift and Merchandise Procedure	3.0	02-04-2015	26-05-2016	01-04- 2017		Overdue / expired	4
18	Induction Policy	2.0	16-12-2015	16-12-2015		16-12-2018	Overdue / expired	3
19	Induction Procedure	2.0	16-12-2015	16-12-2015		16-12-2018	Overdue / expired	3
20	Policy Approval Process Policy May 2020	2.0	6-04-2020	11-05-2020		30-06-2022	Current	
21	Procurement Policy	6.1	15-09-2020	14-10-2019		30-09-2020	Overdue / expired*	1

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Counc	il policy document content	Internal audit finding						
#	Policy name		Policy date of issue	Policy authorisati on date	Policy expiry	Policy next review date	Policy status	Years
22	Procurement Procedure	1.0	30-04-2019	14-10-2019		30-09-2022	Overdue / expired*	1
23	Public Interest Disclosure Procedure	3.0	28-05-2020	28-05-2020		28-05-2023	Current	
24	Recruitment Guide	1.0	30-04-2021				Current	
25	Volunteer Policy	4.0	01-06-2018	25-06-2018		01-06-2021	Overdue/expired	1
26	Volunteer policy for screening, induction, training and awareness						Gap	

<sup>·</sup> Overdue / expired status and timeframe determined by best practice recommendations of frequency of review

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### APPENDIX 4 - FRAUD AND CORRUPTION CONTROL PLAN

The current fraud and corruption controls plan was reviewed and the following findings raised against the control improvements documented in this. Below is the extract of the fraud and corruption plan as provided to internal audit and to the Audit and Risk committee for its oversight.

No	Control Improvements	Responsibility	Due Date	Source of action	Progress Update provided by council with date of last update detailed below.	Open/Closed	Internal audit findings
1	As part of the procurement process, develop supplier due diligence guidelines and supplier code of conduct	Finance Manager	31/7/2021	CROWE FC Review 2020	FC training had been put on hold during Covid- 19 restrictions. <b>Update</b> 3/12/2020: This training/workshops will be delivered by CROWE online during December 2020	OPEN	No evidence that the control improvement detailed has been completed.
2	Determine the standard required for the management of third party information. Review contracts, service level agreements to understand the standards required for the management of third party risk management	Finance Manager	31/7/ 2021	CROWE FC Review 2020	FC training had been put on hold during Covid- 19 restrictions. <b>Update</b> 3/ 12/ 2020: This training/workshops will be delivered by CRO WE on li ne during December 2020	OPEN	No evidence that the control improvement detailed has been completed.
3	Direct negotiations training: Conduct direct negotiation training so employees understand the	Finance Manager	31/7/2021	CROWE FC Review 2020	FC training had been put on hold during Co vid- 19 restrictions. <b>Update</b>	OPEN	No evidence that the control improvement detailed has been completed.

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No	Control Improvements	Responsibility	Due Date	Source of action	Progress Update provided by council with date of last update detailed below.	Open/Closed	Internal audit findings
	expectations when involved in exclusive dealings between an agency and a counterparty without first undergoing a competitive process.				3/ 12/ 2020: This training/workshops will be delivered by CROWE online during December 2020		
4	Contract management training: Conduct contract management training for all contractors so they are aware of the standards expected from them when managing contracts.	Finance Manager	31/7/2021	CROWE FC Review 2020	Update 3/ 12/ 2020: This FC training/workshops will be delivered by CROWE on line during December 2020	OPEN	No evidence that the control improvement detailed has been completed. The general fraud awareness training that was conducted in Feb 2021 partly covered on awareness of this risk area.
5	Create a Developer Contribution Interests Register that is accessible to all employees	Planning Manager	31/7/2021	CROWE FC Review 2020		OPEN	No evidence that the control improvement detailed has been completed.
6	Conflict of interest training: Conduct conflict of interest training so all employees and councilors are confident in determining whether a conflict of interest	Legal and Governance	31/7 / 2021	CROWE FC Review 2020	Update 3/12/ 2020: This training/workshops will be delivered by CROWE online during December 2020	OPEN	No evidence that the control improvement detailed has been completed. The general fraud awareness training that was conducted in Feb 2021 partly covered on awareness of this risk area.

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No	Control Improvements	Responsibility	Due Date	Source of action	Progress Update provided by council with date of last update detailed below.	Open/Closed	Internal audit findings
	exists and how to manage the conflict.						
7	Develop a donations and sponsorship policy.	Legal and Governance	31/7/2021	CROWE FC Review 2020		OPEN	No evidence that the control improvement detailed has been completed.
8	Undertake pre-screening of agency staff and align probity requirements to the standards of council employee (i.e. police check, working with children check and process to manage conflict of interest)	People and Culture Manager	31/7/2021	CROWE FC Review 2020	Update 3/12/ 2020: This training/workshops will be delivered by CROWE online during December 2020	OPEN	No evidence that the control improvement detailed has been completed.
9	Ensure all employees are aware of their obligations when considering secondary employment.	People and Culture Manager	31/7/2021	CROWE FC Review 2020	Update 3/12/2020: This training/ workshops will be delivered by CROWE online during December 2020	OPEN	No evidence that the control improvement detailed has been completed. The general fraud awareness training that was conducted in Feb 2021 partly covered on awareness of this risk area.

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No	Control Improvements	Responsibility	Due Date	Source of action	Progress Update provided by council with date of last update detailed below.	Open/Closed	Internal audit findings
10	Develop a minor assets register.	Finance Manager	31/7/2021	CROWE FC Review 2020		OPEN	No evidence that the control improvement detailed has been completed.
11	Undertake regular inventory management and stock control for minor assets and consumable  Materials.	Finance Manager	31/7/2021	CROWE FC Review 2020		OPEN	No evidence that the control improvement detailed has been completed.
12	Develop management reporting requirements so credit cards, fuel cards can be monitored. All breaches are both followed up and reported.	Finance Manager	31/7/2021	CROWE FC Review 2020		OPEN	No evidence that the control improvement detailed has been completed.
13 (item 6 previous FCC	Amend Fraud and Corruption Control Procedure to include: CEO obligations; complaints being made directly to IBAC; and Audit and Risk Committee requirements	Manager Risk & Performance	31/7/2020	IBAC pages 20, 21; Risk ID 2575	Update 10/2/2020: Crowe has been contracted to review the policy and procedure; an Entry Meeting is scheduled for 14 February 2020.	OPEN	No evidence that the control improvement detailed has been completed.

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No					Internal audit findings
Pion)	regarding a fraud and corruption risk register.		(Internal audit 2017/18- OS)	Update 22/6/2020: Entry Meeting was delayed due to COVID-19.  Review of Procedure has been prioritised to take place after Fraud Risk Workshops (see items 19 and 20); policy and procedure review 'kick-off meeting' scheduled 23 June 2020.  FC training had been put on hold during Covid-19 restrictions. Update 3/12/ 2020: This training/workshops will be delivered by CROWE online during December 2020	

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#### APPENDIX 5 - CONTENT OF FRAUD AND CORRUPTION PLAN

The following is recommended content of fraud and corruption plan:

- Definition of fraud
- · Relevant examples of the form fraud can take; examples and scenarios for the Melton council employees
- Definition of corruption
- Relevant examples of the form corruption can take; examples and scenarios for the Melton council employees
- Application of the plan councillors, employees, volunteers, contractors, suppliers
- Risk appetite / zero tolerance statement
- Reference to criminality and action Council will take to prosecute
- Governance governance arrangements over the plan and its implementation
- Outline of how the plan implements and promotes the code of conduct
- Culture approach to ethical behaviour, check ins and action to monitor and improve
- · Linkages to financial management, audit and risk, ethical governance frameworks, public interest disclosure
- Fraud risk assessment details of conduct, linkages, references, next risk assessment date, schedule of risk assessments
- Summary of key fraud risks and vulnerabilities across the Council
- Roles and accountabilities for fraud control Council, Audit and Risk Committee, CEO, Executive, Senior Manager, Line Manager, staff, Fraud Control Officer, Internal
  Audit, People & Culture
- Planning and resourcing fraud control officer, resources, external assistance, accountabilities, external assurance
- Fraud and corruption prevention actions to prevent
- Fraud and corruption detection actions to detect; including continuous compliance
- Fraud and corruption response breach, incident, external reporting, independent review, control review. Insurance collecting, analysing and reporting on fraud incidents; including protocols for handling fraud incidents
- Reporting and monitoring reporting, analysis, risk indicators, frequency, accountability
- Training program induction, refresher, policy, specific position

Plan control information - prepared by, owner, review, approver, status, version, revision audit trail, die of approval, date of next review

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#### APPENDIX 6 – STRATEGIC OPERATIONAL AND CORPORATE RISK REGISTER

We reviewed the risk register extract provided as current to internal audit in July 2021 to summarise the currency of the OPEN risk action items:

Risks Last Updated	Count
0-3 months	2
4-6 months	0
7-9 months	12
10-12 months	36
More than 12 months	14
Total	64

List of fraud and corruption related risk captured as IN PROGRESS in the risk register. This is an extract of the risk register and the controls that we have identified as related to fraud.

No	Date Last Updated	Control detail	Risk Rating
1	20/07/2020	Once the Fraud and Corruption Control Policy and Procedure are approved by Council: * Develop the Fraud and Corruption Control Plan, by doing the following: - conduct risk assessments, initially in higher risks service units, then more broadly (possibly all preceded by awareness training) - collaborate with Executive on a statement regarding Council's fraud and corruption context - identify other actions e.g. awareness training, to be included in the plan.	Medium
2	20/07/2020	Staff Code of Conduct; Learning Seat staff code of conduct module	Medium

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No	Date Last Updated	Control detail	Risk Rating
3	20/07/2020	Key staff taking leave; Payroll - segregation of duties	Medium
4	20/07/2020	Police checks on finance staff	Medium
5	20/07/2020	Whistleblower provisions/Protected Disclosure; Public scrutiny, possibly resulting in investigation by LG Inspectorate; Internal audit; Data analytics/CAATS	Medium
6	20/07/2020	Completion of interest returns as per the LG Act; Councillor Code of Conduct	Medium
7	20/07/2020	Authorisation of payment via signatures; Budgets are set so that any allocation to ledgers would be questioned; Segregation of duties so that accounts payable staff cannot raise or authorise invoices for payment; Regular review of changes to creditor master files; Regular internal and external audit reviews; Authorised bank account signatories review account details in banking software prior to authorising payment; Segregation of duties - Two people involved when files go from Creditors system in Authority to Banking Software; Audit files in systems to track master file changes; Data analytics/CAATS	Medium
8	20/07/2020	Purchasing Procedure; Controls built into Online Requisitioning	Medium
9	20/07/2020	All non-computer workers received Code of Conduct presentation - heavy on fraud; included employee sign-off	Medium

MEETING OF COUNCIL 30 August 2021

### MINUTES OF THE AUDIT AND RISK COMMITTEE MEETING

4 August 2021

Item 6.13 Internal Audit Report on Integrity Framework Appendix 1 Integrity Framework review



#### Disclaimer

Our work which this report refers to and the report itself is subject to the following limitations and explanation of the scope and coverage of our work.

This report is produced for your use and review. As such this report should not be distributed to any external party or used for any other purpose without our written permission.

This work was undertaken in order to provide an assessment of processes and controls employed in the organisation in relation to the scope defined in this report.

The way our risk review is conducted is such that it is intended to provide and appropriate level of coverage, as to the design and performance of the relevant key processes and controls.

As our work considers process and controls at a point in time, it is not possible to reliably ascertain if such controls will continue to function in the same manner into the future. In addition, any testing we perform is undertaken to determine if actual operational processes and controls are being undertaken in accordance with your defined processes, procedures and controls and does not conclude on the performance of such controls in the past.

Any business process and control environment is reliant on the design, interaction and execution of a multitude of intricate controls, procedures and systems. While our work considers as many of these elements as is practical within the allotted time and budget, it is very likely that, given the complexity of the relevant processes, our work will not have identified all existing or potential exposures and should not be relied on to have done so.

Within this report, we have provided our subjective assessment in relation to a number of aspects including the maturity of your business processes and controls; the potential risk exposure your processes present to the organisation as calibrated against your risk framework definitions; and the level of potential effort and benefit attributable to each recommendation identified by us. In this regard, these are subjective views we have expressed in our report should be treated as a general guide and recognised as such. It is very likely that yourselves or other reasonable persons, may reach an alternative view and this it is incumbent on management to apply its own assessment and to form its own view in the regard.

Unless otherwise defined in the scope of work, any assessment or testing we perform with regard to the effectiveness of processes and controls or any other existing or potential exposure, wither historically, currently or into the future does not provide any level of comfort or audit assurance as defined by relevant auditing standards and should not be relied on to have done so.

Item 6.13 Internal Audit Report on Integrity Framework

Appendix 1 Integrity Framework review





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Your key contact for this project:

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#### 6.14 Internal Audit Recommendation Tracking Report For August 2021

Author: Cheryl Santoro - Senior Administration Officer Presenter: Cheryl Santoro - Senior Administration Officer

#### PURPOSE OF REPORT

To present the Internal Audit Recommendation Tracking Report for August 2021 (the Report).

#### RECOMMENDATION:

That Council note that the Audit and Risk Committee reviewed the Report and that no further action is required.

#### **Recommendation 14**

Ms. Gregory/Cr. Shannon

That the Council note that the Audit & Risk Committee reviewed the report, incorporating the action listed below.

**CARRIED** 

#### **AUDIT & RISK COMMITTEE DISCUSSION POINTS**

Discussion took place on the following matters raised by Committee Members:

Accepting there are resource constraints, it was noted that no action has been taken to date in relation to the 27 recommendations emanating from the Capital Projects Framework.

There has been no update on Recommendation 2634 since January 2021.

Recommendation 2635 is overdue and there has been no update since November 2020.

The Auditor's Recommendation relating to Recommendation 2522 does not match the original recommendation and should be revised back to the original.

#### Action:

Amend Recommendation 2522 back to the Auditor's original Audit Recommendation.

### REPORT

# 1. Executive Summary

An updated report on the status of recommendations emanating from Internal Audit reports is required to be presented to the Audit and Risk Committee pursuant to the *Annual Work Plan* for 2021.

The Report is attached at **Appendix 1** for the Committee's information.

# 2. Background/Issues

Council's internal auditors conduct planned audits.

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To track and report on these audits and the resultant reports, the recommendations accepted by Council, upon the Audit and Risk Committee's recommendation, are recorded in Council's Risk Register.

Each internal audit recommendation is assigned an Action Owner. It is the responsibility of the Action Owner to action and report on the progress of addressing the recommendation.

Attached to this report at **Appendix 1** is the *Internal Audit Recommendation Tracking Report for August 2021 (the Report)*. The Report provides an update on the implementation of actions emanating from the internal audits.

Recommendations shaded in green are those that have been completed since the last report to the Audit and Risk Committee.

#### Audit and Risk Committee Annual Plan Reference

The Melton City Council Audit and Risk Committee Annual Work Plan references:

23. Review progress by management on open audit recommendations

# 4. Financial Considerations

Nil.

# 5. Consultation/Public Submissions

Nil

# 6. Risk Analysis

Recommendations from each internal audit are recorded in Council's Risk Register for the attention of the respective action owners. Not all recommendations are associated with risk although many are. Nevertheless, the risk register is considered the best place to store and track this information.

Each audit report sets out the main risk and any other risks in relation to the findings and recommendations.

# 7. Options

The Audit and Risk Committee can:

- 1. Recommend to Council that it note the report as per the recommendation.
- 2. Request further information if deemed necessary.

#### LIST OF APPENDICES

1. Internal Audit Recommendations Tracking Report as at August 2021

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Item 6.14 Internal Audit Recommendation Tracking Report For August 2021
Appendix 1 Internal Audit Recommendations Tracking Report as at August 2021

Risk ID	Audit Review Name	Internal Auditors Risk Rating	Risk Description	Current Control	Audit Recommendations	Action Owner	Date Created		Revised Due Date	Progress	Date of Comment	Comment by	Management Comments
2665	Internal Audit of the Capital Projects Framework	High	Lessons learned are not captured and appropriately leveraged	There is a gap in prioritise and formalise the process to communicate experiences and lessons learned from their project to other relevant personnel or to some kind or repository, so that MCC may achieve continuous improvement in the efficiency and effectiveness of its project management. Close out processes were flagged as being inconsistently applied over last 18 months.	Implement requirement for lessons learned and their reporting to the governance committee as part of the close out process. Continue to monitor and learn from defects arising to inform future projects design, quality and monitoring processes.	Caligari	11-Jun-2021	30-Apr-2022	30-Apr-2022	.0%	11-Jun-2021	Cheryl Santoro	Management agree with the recommendation and agree to capture and further leverage lessons learned from capital projects.
2664	Internal Audit of the Capital Projects Framework	High	No formal close out process is in place for the finalisation of a capital project.	are tasked with operationalising built assets are not always provided with	process requring sign offs. Including detail on outcome achievement, final actuals to budget, handover checklist, signoffs for	David Caligari	11-Jun-2021	30-Apr-2022	30-Apr-2022	.0%	11-Jun-2021	Cheryl Santoro	Management agree with the recommendation and agree to define a formal close out process for the finalisation of a capital project.
2663	Internal Audit of the Capital Projects Framework	High	Handover procedures from a project to a operational / maintenance team are not defined.	The internal teams who are tasked with operationalising built assets are not always provided with appropriate handovers in order to allow them to complete their duties fully.	procedure from a project to a team tasked with operationalising / maintaining the asset. A	David Caligari	11-Jun-2021	30-Apr-2022	30-Apr-2022	.0%	11-Jun-2021	Cheryl Santoro	Management agree with the recommendation and agree to clearly define capital project handover procedures.

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	Audit Review Name	Internal Auditors Risk Rating	Risk Description	Current Control	Audit Recommendations	Action Owner	Date Created		Revised Due Date	Progress	Date of Comment	Comment by	Management Comments
	Internal Audit of the Capital Projects Framework	High	The owner(s) of the defects phase of a capital project is not defined in capital project methodology.	Oversight of a project for its entire lifecycle not consistently occurring in the current governance framework, issues were raised on the adequacy of oversight and monitoring of defects phase.	Define and confirm the owners of the defects phase of the projects as part of the project management methodology and in all project quality plans.	David Caligari	11-Jun-2021	30-Apr-2022	30-Apr-2022	.0%	11-Jun-2021	Cheryl Santoro	Management agree with the recommendation and agree to define the owner(s) of the defects phase of a capital project within internal capital project methodology.
	Internal Audit of the Capital Projects Framework	High	No effective value management plan or process is in place for capital projects.	Value management process is in plance but not effective and not focused on value opportunities, with approach taken as cost cutting and eliminating deliverables that need to be later added back in.	process outlining how the outcomes will be achieved and aligned with MCC targets including financial, social, ethical, strategic and	David Caligari	11-Jun-2021	30-Apr-2022	30-Apr-2022	.0%	11-Jun-2021	Cheryl Santoro	Management agree with the recommendation and agree to implement a value management plan and process.
	Internal Audit of the Capital Projects Framework	High	Stakeholder engagement deliverables are not defined in project plans.	There is no inclusion in the statkeholder engagement plans on the engagement milestones.	Ensure the timelines are further defined and outlined in the project plan on stakeholder engagement deliverables, to recognise they are key dependency and assure on these being delivered at the right milestones during the project lifecycle.	David Caligari	11-Jun-2021	30-Apr-2022	30-Apr-2022	.0%	11-Jun-2021	Cheryl Santoro	Management agree with the recommendation and agree to add stakeholder deliverables to further capital project plans.
2659	Internal Audit of the Capital Projects Framework	High	Formal end user engagement procedures are not documented for capital projects.	End user, owner and expertise participation was raised as stakeholders that could be better engaged throughout the project lifecycle with particular focus to planning and handover phases.	Document formal end user engagement procedures including the gates, rules and sign offs required. Operational owners to agree to these up front and be fully engaged throughout the project lifecycle.	Caligari	11-Jun-2021	30-Apr-2022	30-Apr-2022	.0%	11-Jun-2021	Cheryl Santoro	Management agree with the recommendation and agree to document and enforce formal end user engagement procedures for capital projects.

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Risk ID	Audit Review Name	Internal Auditors Risk	Risk Description	Current Control	Audit Recommendations	Action Owner	Date Created		Revised Due Date	Progress		Comment	Management Comments
	l tunic	Rating			necommendations	oune.			Date.		Comment	-,	
2658	Internal Audit of the Capital Projects Framework		in house experts are not being appropriately leveraged for capital projects.	End user, owner and expertise participation was raised as stakeholders that could be better engaged throughout the project lifecycle with particular focus to planning and handover phases. A number of interviews raised option for resourcing in early planning with in house experts to leverage their relevant knowledge and skills and set the project up for success.	project lifecycle to ensure they are well leveraged and the project benefits from skill and experience before going to outsource suppliers.	David Caligari	11-Jun-2021	30-Apr-2022	30-Apr-2022	.0%	11-Jun-2021	Cheryl Santoro	Management agree with the recommendation and agree to investigate better incorporating in house experts into the capital project lifecycle.
2657	Internal Audit of the Capital Projects Framework	High	The tools available for the management and reporting of capital projects are not fit for purpose.		Conduct cost / benefit analysis of the value of resourcing project management tools and enablers for efficiency and effective monitoring of projects, balanced with the profile, volume and risk of the project activity over the short term horizon.	David Caligari	11-Jun-2021	30-Apr-2022	30-Apr-2022	.0%	11-Jun-2021	Cheryl Santoro	Management agree with the recommendation and agree to investigate tools to enhance MCC's ability to monitor, report on and complete capital projects.
2656	Internal Audit of the Capital Projects Framework	High	Safety policies and procedures are not tailored for each capital project.	There is no defined requirement and formalised approach to safety by design, where safety safety plan conducted and safety plan conducted and safety plan conducted as part of the planning of each asset. There is often all hoc engagement with operational staff but not formal safety expertise signing off on design and other key milestones.	Safety policy and procedures should be tailored and defined for the capital project setting. A safety plan and risk assessment should be designed, implemented and maintained throughout the entire project lifecycle for all projects.	David Caligari	11-Jun-2021	30-Apr-2022	30-Apr-2022	.0%	11-Jun-2021	Cheryl Santoro	Management agree with the recommendation and agree to define and tailor safety policies and procedures for each capital project.

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Risk ID	Audit Review Name	Internal Auditors Risk Rating	Risk Description	Current Control	Audit Recommendations	Action Owner	Date Created		Revised Due Date	Progress	Date of Comment	Comment by	Management Comments
2655	Internal Audit of the Capital Projects Framework	High	Safety requirements and procedures for contractors are not clearly dictated or enforced.	management and the facilitation of safety management plans is normally outsourced to contractors and there was concern that in some cases project managers may no longer monitor safety once a tender has been awarded and instead rely on the contractor.	near miss and safety hazard reporting should be well defined for all participants in the MCC capital projects including all contractors.	David Caligari	11-Jun-2021	30-Apr-2022	30-Apr-2022	.0%	11-Jun-2021	Cheryl Santoro	Management agree with the recommendation and agree to formalise and enforce safety standards for contractors.
2654	Internal Audit of the Capital Projects Framework	High	No safety by design principals are being utilised with regards to capital projects.	There is no defined requirement and formalised approach to safety by design, where safety is well considered and safety plan conducted and safety plan conducted as part of the planning of each asset. There is often ad noc engagement with operational staff but not formal safety expertise signing off on design and other key milestones.	Definition and adoption of safety by design principles should occur, with any high risk assets in their potential impact on staff, clients and children having formal and expert engagement to document safety plans, sign off and regularly monitor	Caligari	11-Jun-2021	30-Apr-2022	30-Apr-2022	.0%	11-Jun-2021	Cheryl Santoro	Management agree with the recommendation and agree to adopt safety by design principals for capital projects.
2653	Internal Audit of the Capital Projects Framework	High	No risk assessment, analysis, reporting tools and templates are in place to assist in the calssification of risks.	it was determined that no risk assessment, analysis or reporting tools and	reporting tools and templates should be implemented. Risk registers to be maintained	David Caligari	11-Jun-2021	30-Apr-2022	30-Apr-2022	.0%	11-Jun-2021	Cheryl Santoro	Management agree with the recommendation and agree to implement risk assessments, risk analysis, risk reporting tools and templates to facilitate.

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Audit Review Name	Internal Auditors Risk Rating	Risk Description			Action Owner	Date Created		Revised Due Date			Comment by	Management Comments
Internal Audit of the Capital Projects Framework		No risk management framework is in place for capital projects	that arise are generally dealt with on a case by case basis, and are not documented or summarised as issues arising in the status report. Mitigations raised in planning not monitored and validated. Risk is not being used as a project		David Caligari	11-Jun-2021	30-Apr-2022	30-Apr-2022	.0%	11-Jun-2021		Management agree with the recommendation and agree to design and implement a capital project risk management framework.
Internal Audit of the Capital Projects Framework		Capital project risks are not always being classified appropriately	management as having a low level of maturity. Some participants described it as a 'tick the box exercise'. Approach is high level with risk listings and mitigations	project classification approach to align the resourcing allocation, project management methodology and oversight to focus on the right risks.	David Caligari	11-Jun-2021	30-Apr-2022	30-Apr-2022	.0%	11-Jun-2021		Management agree with the recommendation and agree to employ a risk based project classification approach for capital projects.

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Risk ID	Audit Review		Risk Description	Current Control	Audit	Action	Date Created		Revised Due	Progress	Date of		Management
	Name	Auditors Risk Rating			Recommendations	Owner			Date		Comment	by	Comments
2650	Internal Audit of the Capital Projects Framework		The current contractor performance and compliance management framework is not fit for purpose.	applicable) or that fee penalties (if built into the contract) are not consistently executed on.	Uplift the the contractor performance and compliance compliance management framework. Define the contract owner's role and accountabilities. Each project should have a contractor performance and compliance management plan. Review and approval processes to be incorporated.	David Caligari	11-Jun-2021	30-Apr-2022	30-Apr-2022	.0%	11-Jun-2021	Cheryl Santoro	Management agree with the recommendation and agree to uplift the current contractor performance and compliance management framework.
2649	Internal Audit of the Capital Projects Framework	Medium	No contractor performance management plan in place.	Supplier performance managed could be further enhanced with further consideration given to the contract clause and specific risks and specific risks and mitigations, including performance monitoring, quality assurance, safety management and compliance. PMs may require training and upskilling in contract management to contract management and formal manner robust and formal manner robust and formal manner definition for clarity on performance management and compliance with the contracts.	Adopt a performance management plan to standardise how contractors and suppliers are engaged throughout the project lifecycle, define and agree what roles MCC is comfortable outsourcing to contractors and how contracts are to be referred to throughout the lifecycle of a project.	David Caligari	11-Jun-2021	30-Apr-2022	30-Apr-2022	.0%	11-Jun-2021	Cheryl	Management agree with the recommendation and agree to adopt a performance management plan.

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Risk ID	Audit Review Name	Internal Auditors Risk	Risk Description	Current Control	Audit Recommendations	Action Owner	Date Created		Revised Due Date	Progress		Comment	Management Comments
	Name	Rating			Recommendations	Owner			Date		Comment	by	Comments
2648	Internal Audit of the Capital Projects Framework	Medium	No capital projects policy framework in place.	No capital projects policy framework exists. Furthermore participants consistently supported further formalisation of policy and procedure to guide on expectations and compliance requirements. The policy in place currently is aged and has not had regular review to ensure it is comprehensive, reflects the current risk appetite, lessons learned and aligns to current practices.	Develop and implement policy framework specific to capital projects.	David Caligari	11-Jun-2021	30-Apr-2022	30-Apr-2022	.0%	11-Jun-2021	Cheryl Santoro	Management agree with the recommendation and agree to develop and implement a policy framework specific for capital projects.
2647	Internal Audit of the Capital Projects Framework	High	No change and variation management policy and procedure in place.	Procedures for approval and escalation are not well and escalation are not well communicated or defined fully to monitor and manage any changes to the project including project variations and changes to the statement of works. Most participants called for strong controls on scope changes including delegation policy that project owner must have an approval sign off. Concerns were flagged based on value criteria accumulative impact of changes are where past cost and risks have been.	Define and implement policy and procedure for change and variation management including analysis and impacts to be fully considered, analysed and documented for timeframes, quality risks, statement of works, financials, deliverables and outcomes.	David Caligari	11-Jun-2021	30-Apr-2022	30-Apr-2022	.0%		Cheryl Santoro	Management agree with the recommendation and agree to define and implement a change and variation management policy and procedure.
2646	Internal Audit of the Capital Projects Framework	High	Capital project scoping requires consistency and standarisation.	Project scope template or control procedures for scope variation were not consistently developed. This is often defined in the business case document and variations approach left to the judgement of the PM.	Define and implement a scope template that is tiered on a project risk basis and approved and monitored, setting expectations and framework to enable identification of scope change.	David Caligari	11-Jun-2021	30-Apr-2022	30-Apr-2022	.0%	11-Jun-2021	Cheryl Santoro	Management agree with the recommendation and agree to define and implement a scope template.

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Risk ID	Audit Review Name	Internal Auditors Risk Rating	Risk Description	Current Control	Audit Recommendations	Action Owner	Date Created	Due Date	Revised Due Date	Progress	Date of Comment	Comment	Management Comments
	Internal Audit of the Capital Projects Framework		Capital project scoping processes require enhancement.	Projects are often not scoped with inputs from all appropriate specialists and examples provided where regulatory requirements to be missed in scoping. This leads to non-discretionary costs being added to projects after delivery has started.	Enhance the scoping process by including appropriate specialists in the design phase. Define this into the scoping process including when and how expert guidance over the regulatory compliance requirements are to be obtained.	David Caligari	11-Jun-2021	30-Apr-2022	30-Apr-2022	.0%	11-Jun-2021	Cheryl Santoro	Management agree with the recommendation and agree to incorporate/leverage specalists & experts into the scoping phase.
2644	Internal Audit of the Capital Projects Framework	High	Approach for business case development requires enhancement.	Project scope template, or control procedures for scope variation were not consistently developed. This is often defined in the business case document and variations approach left to the judgement of the PM.	Review the approach to business case development, specifically to consider further investment, prioritisation and detail to capture the scope definition and delivery phases.	David Caligari	11-Jun-2021	30-Apr-2022	30-Apr-2022	.0%	11-Jun-2021	Cheryl Santoro	Management agree with the recommendation and agree to enhance capital project buisness case development.
	Internal Audit of the Capital Projects Framework	High	Approval, communication and escalation processes are not enforced.	Analysis of documentation showed that capital project roles and accountabilities are not clearly defined for the capital project framework.	design, implementation,	Caligari	11-Jun-2021	30-Apr-2022	30-Apr-2022	.0%	11-Jun-2021	Cheryl Santoro	Management agree with the recommendation and agree to determine who has ownership over the capital project framework.
2642	Internal Audit of the Capital Projects Framework	Medium	Role of the capital projects team not well understood.	There is a gap in communication and engagement plans in place to inform the organisation on roles and accountabilities.	Provide definition, communication and engagement plans to further assist all in understanding the role of the capital projects team – accountabilities, purpose and targets should be well defined and communicated.	David Caligari	11-Jun-2021	30-Apr-2022	30-Apr-2022	.0%	11-Jun-2021	Cheryl Santoro	Management agree with the recommendation and agree to define all roles and accountabilities of each capital projects team and to develop and implement this in communication plans.

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Risk ID	Audit Review Name	Internal Auditors Risk Rating	Risk Description	Current Control	Audit Recommendations	Action Owner	Date Created		Revised Due Date	Progress	Date of Comment	Comment by	Management Comments
2641	Internal Audit of the Capital Projects Framework		Capital project risk based management framework does not hold enough detail.	Documentation review showed that the current approach to capital projects management is not clearly tiered or varied to focus on the right risks	Define risk based capital project management framework. Classify projects into risk category. Tier the project management framework requirements based on risk categories. Define the requirements and provide guidance for each tier.	David Caligari	11-Jun-2021	30-Apr-2022	30-Apr-2022	.0%	11-Jun-2021	Cheryl Santoro	Management agree with the recommendation and agree to define a risk based capital project management framework.
2640	Internal Audit of the Capital Projects Framework	High	Approval, communication and escalation processes are not enforced.	Analysis of documentation showed that capital project escalation processes are not clearly defined. The risk management controls are in place but require tailoring to capital projects.	escalation processes throughout the execution of capital projects. The design and	David Caligari	11-Jun-2021	30-Apr-2022	30-Apr-2022	.0%	11-Jun-2021	Cheryl Santoro	Management agree with the recommendation and agree to define the approval, communication and escalation processes throughout the execution of capital projects, and design and implement a capital project risk consequence table.
2639	Internal Audit of the Capital Projects Framework	High	Role clarity and definition require improvement.	that capital projects roles and	Provide role clarity and definition of accountabilities for the entire lifecycle of project for key project to reverse years and governance forums—Roles and responsibilities matrix is recommended to be documented and communicated.	Caligari	11-Jun-2021	30-Apr-2022	30-Apr-2022	.0%	11-Jun-2021	Cheryl Santoro	Management agree with the recommendation and agree to provide role clairty, define accountabilities and develop a role and responsibility matrix.

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	Audit Review Name	Internal Auditors Risk Rating	Risk Description	Current Control	Audit Recommendations	Action Owner	Date Created	Due Date	Revised Due Date	Progress	Date of Comment	Comment by	Management Comments
2638	Road Management Plan Review	Improvement opportunity	Register of Public Roads did not include a unique identifier of road segments	did not have a unique	Management should associate a unique identifier to each road segment included in the Register of Public Roads.	Sam Romaszko	03-Jul-2020	30-Apr-2021	30-Jun-2021	100.0%	21-Jun-2021	Sam Romaszko	The Road Management Plan was adopted by Council on 07 June 2021. The current road register includes the unique asset ID.
	Road Management Plan Review	Medium	Review of the appropriate hierarchy of road segments had not been completed	A review of the appropriate categorisation (i.e. hierarchy) of each road segment to reflect current risk and road usage had not been completed.	Requirements of the review of road segments hierarchy should be documented in the Road Management Plan.	Sam Romaszko	03-Jul-2020	30-Apr-2021	30-Jun-2021	100.0%	21-Jun-2021	Sam Romaszko	The Road Management Plan was adopted by Council on 07 June 2021. This included a hierarchy review of all road segments.
	Road Management Plan Review	Medium	Review of the appropriate hierarchy of road segments had not been completed	A review of the appropriate categorisation (i.e. hierarchy) of each road segment to reflect current risk and road usage had not been completed.	Management should conduct a regular review of the categorisation of existing road segments to determine the appropriate road hierarchy.	Sam Romaszko	03-Jul-2020	30-Sep-2020	30-Jun-2021	100.0%	21-Jun-2021	Sam Romaszko	The Road Management Plan was adopted by Council on 07 June 2021. This included a hierarchy review of all road segments.
	Road Management Plan Review	Medium	Road inspections and maintenance works had not been completed within the required timeframes	Data analytics revealed some instances where inspections had not been completed in accordance with the frequency stipulated in the Road Management Plan and maintenance works had not been completed within target resolution date.	Management should follow up on the exceptions identified from our data analytics testing and identify whether immediate remedial actions are required.	Brendan Sell	03-Jul-2020	31-Jul-2020	30-Jun-2021	0.00%	25-Nov-2020	Cheryl Santoro	Citywide are contracted to undertake our inspections and rectifications. We are currently working through contractual processes (deductions etc) to increase KPI performance for rectification works

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			Current Control	Audit	Action	Date Created	Due Date	Revised Due	Progress	Date of	Comment	Management
		Risk Description				Date Created						
				Recommendations	Owner			Date		Comment	ру	Comments
							24.0				et	
					Brendan Sell	03-Jul-2020	31-Dec-2020	31-Dec-2021	0.00%			At the December 2020
												Audit & Risk
Plan Review												Committee meeting,
		required timeframes										the Committee
												recommended that
				,								Risk number 2504 be
												superseded and
			Plan and maintenance	RMP in particular to								addressed within this
			works had not been	road inspection times								Risk.
			completed within target	and road works								
			resolution date.	response times.								
rocurement -	Medium	Absence of processes in	There were no	Delay on the advertising	Donna	20-Oct-2017	31-Dec-2020	31-Mar-2022	25.00%	17-Apr-21	Donna	Revised due date and
October 2017		place for the use of panel	processes in place	of the tender due to	Anderson						Anderson	% completion. EOI
		suppliers	setting out	delays in the process.								closed and direct
			requirements for the	Tender not advertised								tender will be
			establishment and use	until June 2021.								advertised in February
			of panel suppliers, nor									2021. Outcome of
			was a centralised									contract management
			register of panels									solution will not be
												implemented and
												running until at least
												early 2022.
												, 2022
R	oad lanagement lan Review	oad Medium lan Review Medium  rocurement - Medium ctober 2017	oad Medium Road inspections and maintenance works had not been completed within the required timeframes	oad Medium Road inspections and maintenance works had not seen completed within the required timeframes accordance with the frequency stipulated in the Road Management Plan and maintenance works had not been completed in accordance with the frequency stipulated in the Road Management Plan and maintenance works had not been completed within target resolution date.  **ROCUREMENT**  **Absence of processes in place for the use of panel suppliers  **There were no processes in place setting out requirements for the establishment and use of panel suppliers, nor of panel suppliers.	Absence of processes in place for the use of panel suppliers  Absence of processes in place for the use of panel suppliers  Absence of processes in cotober 2017  Absence of processes in place for the use of panel suppliers  Absence of processes in establishment and use of panel suppliers, nor was a centralised register of panels  Absence of processes in establishment and use of panel suppliers, nor was a centralised register of panels	Rating  Road inspections and maintenance works had not been completed within the required timeframes  Review  Road inspections and maintenance works had not been completed within the required timeframes  Review  Road inspections and maintenance works had not been completed in accordance with the frequency stipulated in the Road Management should to introduce monthly data analytics or live dashboard reporting to idealy in the Road Management should to introduce monthly data analytics or live dashboard reporting to idealy in the Road Management should to introduce monthly data analytics or live dashboard reporting to idealy in the Road Management should to introduce monthly data analytics or live dashboard reporting to idealy in the procession completed within target resolution date.  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Item 6.15 Assessment of Audit and Risk Committee Performance Appendix 1 Assessment of Audit & Risk Committee Template

K. Maher, Internal Auditor/Cr Shannon departed meeting at 2.15pm

#### 6.15 ASSESSMENT OF AUDIT AND RISK COMMITTEE PERFORMANCE

Author: Cheryl Santoro - Senior Administration Officer Presenter: Laura-Jo Mellan - Executive Manager Property and Projects

#### Purpose of Report

To present the proposed template, using the model developed by Local Government Victoria, for the annual assessment of the Audit and Risk Committee as to the Committee's performance over the past 12 months.

#### RECOMMENDATION:

That Council endorse the proposed template, set out at **Appendix 1**, for the annual assessment of the Audit and Risk Committee's performance, to be completed by all Committee members and senior officers who have regular interactions with the Committee, as referenced in the Audit and Risk Committee Charter.

#### **Recommendation 15**

Ms. Gregory/Cr. Majdlik

That the Council endorse the proposed template, set out at **Appendix 1**, for the annual assessment of the Audit and Risk Committee's performance, to be completed by all Committee members and senior officers who have regular interactions with the Committee, as referenced in the Audit and Risk Committee Charter.

**CARRIED** 

# **AUDIT & RISK COMMITTEE DISCUSSION POINTS**

Discussion took place on the following matters raised by Committee Members:

The Chairperson informed the Committee that the attached template for the assessment of Audit and Risk Committee Performance is now used as a standard template, and that this template should ideally be completed and returned within 14 days by all Committee members and relevant Council Officers.

#### Action:

The template be emailed to all Committee members and relevant Council Officers and returned to Senior Administration Officer within 14 days.

# REPORT

# 1. Executive Summary

An assessment of the Committee's performance is a requirement under Council's Audit and Risk Committee Charter and the Audit and Risk Committee's Annual Work Plan for 2021.

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Item 6.15 Assessment of Audit and Risk Committee Performance Appendix 1 Assessment of Audit & Risk Committee Template

# 2. Background/Issues

Section 6 of Council's Audit and Risk Committee's Charter states:

'The Committee will evaluate their own performance collectively against the Charter and provide a copy of the annual assessment to the Chief Executive Officer for tabling at the next Council meeting. The evaluation will include feedback from both Committee members and senior officers who have regular interactions with the Committee'.

The proposed Audit and Risk Committee assessment template was developed and provided by Local Government Victoria and is to be conducted annually as per the Audit and Risk Committee Annual Work Plan 2021.

A copy of the proposed template for the annual assessment of the Audit and Risk Committee's performance is attached as **Appendix 1**.

#### 3. Audit Committee Annual Plan Reference

The Melton City Council Audit Committee Annual Plan references:

te13. AC Charter

te14. Evaluation of AC Performance

# 4. Financial Considerations

N/A

# 5. Consultation/Public Submissions

N/A

# 6. Risk Analysis

The proposed assessment of performance is based, in accordance with the Charter and each member of the Committee will assess the Committee's performance against a series of questions.

Any assessment of the Committee's performance should not be an assessment about the performance of individual members. There is a risk, as with any assessment, that the questions are not answered in a fair and reasonable manner

The only way to remove this risk completely is to have the Committee's performance assessed by an external contractor, who is independent of the Committee and the Council.

# 7. Options

That Council:

- Endorse the proposed template developed and provided by Local Government Victoria; or
- Recommend the engagement of an external contractor to conduct an independent assessment of the Audit and Risk Committee's performance.

#### LIST OF APPENDICES

Assessment of Audit & Risk Committee Template

4 August 2021

Item 6.15 Assessment of Audit and Risk Committee Performance Appendix 1 Assessment of Audit & Risk Committee Template

#### Audit & Risk Committee Self-Assessment Survey

#### Performance for the Year Ended 30 June 2021

Rating	1 = Strongly Disagree	a - Disagras	a - Noutral	4 - Agree	5 = Strongly	N/A = Not
Scale	Disagree	2 = Disagree	3 = Neotrai	4 = Agree	Agree	Applicable

#### Your Ratings of Performance

Comments are expected from respondents in the spaces provided at the end of each section where Ratings of 1. or 2. are given. This will assist in the identification of opportunities for improvement. It is expected that all questions will be applicable, so use of N/A ratings should be avoided wherever possible.

				Rat	ings		
			[Tick	boxes a	s approp	oriate]	
ID	Questions	1	2	3	4	5	N/A
	A. Audit Committee Charter						
1	The Charter clearly articulates the Committee's roles and						
	responsibilities and provides it with the necessary authority to discharge them						
2	The Charter facilitates and supports the effective operation of the Committee						
3	During the past year, the Committee has adequately addressed						$\vdash$
3	all of its responsibilities as detailed in the Charter						
4	The Charter ensures the Committee is sufficiently independent from the management of Council						
	Totals						
Con	nments / Suggestions for Improvement						
	•						
	B. Skills and Experience						
5	The Committee has the desired mix of skills to allow it to						
	effectively discharge its responsibilities						
6	The Committee has been able to analyse and critically evaluate						
_	information presented to it by management				-	-	-
7	There is a clear process that Committee members can follow to						
	access advice and /or training to improve their skills and knowledge						
8	The Committee's collective skills are adequate in light of its						
_	responsibilities						
9	The Committee has responded appropriately where significant						
	risks and/or control breakdowns have been brought to its						
	attention					-	-
10	The Committee has shown an openness to new ideas and different views in its deliberations						
11	The Committee has been sufficiently probing and challenging in						_
11	its deliberations.						
$\vdash$	Totals						
Con	nments / Suggestions for Improvement						
	•						
	C. Understanding the Business						
12	The Committee has an adequate understanding of Council's:		T		Π	I	T

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MINUTES OF THE AUDIT AND RISK COMMITTEE MEETING
Item 6.15 Assessment of Audit and Risk Committee Performance
Appendix 1 Assessment of Audit & Risk Committee Template

			[Tick	Rat boxes a	tings s appro	priate]	
ID	Questions	1	2	3	4	5	N/A
	- Risk management framework and risk profile						
l	- Internal control framework to mitigate significant risks						
İ	- Financial and statutory reporting requirements						
İ	- Legislative compliance requirements						
13	The Committee receives appropriate briefings on:						
١	- Current and emerging business risks						
i	- Changes in financial reporting requirements						$\vdash$
l	- Changes in performance reporting requirements						$\overline{}$
l	- Integrity Body reports						$\overline{}$
l	- Changes in the business/regulatory environment						$\vdash$
	Totals						
Con	nments / Suggestions for Improvement						
	•						
	D. Meeting Administration and Conduct						
14	The Committee has had an appropriate number of meetings to properly discharge its responsibilities						
15	Agendas are structured to allow sufficient time to discuss all			_	_	_	$\vdash$
15	critical issues						
16	The Committee receives agendas and supporting papers in			_	_	_	-
10	sufficient time prior to meetings						
17	Agendas and supporting papers are of sufficient clarity and			+	_	_	$\vdash$
1 1/	quality to enable the Committee to make informed decisions						
18	Committee meetings are well run and productive			_	_	_	-
19	Committee minutes are appropriately maintained and provided		_	+	<del>                                     </del>	<del>                                     </del>	+-
19	to Council on a timely basis						
$\vdash$	Totals						
Con	nments / Suggestions for improvement						
	•						
	E. Communications with Council						
20	Committee communications to Council about its deliberations						
	and decisions are appropriate.						
21	Committee reports to Council on its activities are appropriate						
	Totals						
Con	nments / Suggestions for improvement						
	F. Management Commitment & Support						
22	Information and briefing papers presented by management						
	meet the Committee's expectations in respect of:			-	-	-	-
	- Council's risk profile and mitigating actions for key risks		-	-	-	-	₩
l	- Maintenance of a strong internal control environment that						
	is effective in mitigating key risks		-	-	-	-	$\vdash$
l	- Management of Council's compliance and regulatory						
	obligations		_	+	<del>                                     </del>	_	+
-	- Council's external reporting requirements		-	+	-	+	+
23	The Committee has a positive attitude to continuous						
$\vdash$	improvement in its dealings with management  Totals						_
Car							
Con	nments / Suggestions for improvement						

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MINUTES OF THE AUDIT AND RISK COMMITTEE MEETING
Item 6.15 Assessment of Audit and Risk Committee Performance
Appendix 1 Assessment of Audit & Risk Committee Template

		Ratings [Tick boxes as appropriate]						
ID	Questions	1	2	3	4	5	N/A	
	G. Internal Audit							
24	The Committee reviewed and approved the internal audit plan							
25	The Committee considered the adequacy of internal audit resources							
26	The Committee reviewed and approved any significant changes to the internal audit plan							
27	The Committee considered the performance of the internal audit function							
28	The Committee reviewed all internal audit reports and monitored management responses to recommendations							
29	The Committee reviewed the Internal Audit Charter to ensure that appropriate structures, authority, access and reporting arrangements are in place for the internal audit function							
	Totals							
Con	nments / Suggestions for improvement  •							
	H. External Audit							
30	The Committee reviewed and approved the external audit plan							
31	The Committee reviewed external audit reports and management letters and monitored management responses to findings and recommendations made by external audit							
32	The Committee provided feedback on the performance of external audit							
	Totals							
Con	mments / Suggestions for improvement  •							
	I. Other Comments [Please phrase your comments as opportu	nities fo	or impro	vement	]			
Plea	sse note here any other comments you would like to make about the •	e Comm	ittee's p	erforma	nce:			
$\vdash$	Grand Totals for all Responses							

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# 6.16 VAGO REPORT, 'SEXUAL HARASSMENT IN LOCAL GOVERNMENT' (DECEMBER 2020)

Author: Laura-Jo Mellan - Executive Manager Property and Projects Presenter: Laura-Jo Mellan - Executive Manager Property and Projects

#### Purpose of Report

To advise the Committee on the recommendations from the Victorian Auditor General's report, 'Sexual Harassment in Local Government' (December 2020).

#### RECOMMENDATION:

That Council notes that the Audit and Risk Committee have reviewed the progress and proposed actions to implement the recommendations of the VAGO Sexual Harassment in Local Government report.

#### **Recommendation 16**

Cr Majdlik/Mr Mansoor

That the Council note that the Audit and Risk Committee reviewed the progress and proposed actions to implement the recommendations of the VAGO Sexual Harassment in Local Government report.

CARRIED

### REPORT

# 1. Executive Summary

The Victorian Auditor General's Office (VAGO) examined whether councils provide their staff and councillors with workplaces free from sexual harassment. The audit findings and recommendations were documented in the VAGO Sexual Harassment in Local Government (December 2020) report.

VAGO audited five Victorian Councils and conducted a sector-wide survey which received 9,939 responses from Council employees and Councillors across 75 of the 79 Councils.

The audit considered a range of elements including the prevalence and nature of sexual harassments, policy frameworks and complaint handling procedures.

VAGO found that Councils are not providing workplaces that are free from sexual harassment and while they have the tools that could prevent these experiences, they do not use them to their full advantage.

The report sets out several recommendations based on the findings of the audit. A summary current or future actions to be taken by Council officers to implement these recommendations are outlined in Section 2 of this report.

# 2. Background/Issues

Sexual harassment is prohibited by the Equal Opportunity Act 2010 in relation to, amongst other things, employment, education, the provision of goods and services (including those

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that are free), the provision of accommodation, club and union membership, bodies providing occupational qualifications and Local Government (Councillors/Committee members).

'Under the Victorian Equal Opportunity Act 2010, employers have a positive duty to prevent and eliminate sexual harassment in their workplaces. This means councils must take reasonable and proportionate steps to prevent sexual harassment occurring, rather than only respond after it occurs'.

The Victorian Auditor General's Office (VAGO) examined whether councils provide their staff and councillors with workplaces free from sexual harassment. The audit findings and recommendations were documented in the VAGO Sexual Harassment in Local Government (December 2020) report.

VAGO audited five Victorian Councils and conducted a sector-wide survey which received 9,939 responses from Council employees and Councillors across 75 of the 79 Councils.

Alarmingly, 28% of those surveyed said that they had experienced sexual harassment in the last 12 months to June 2020 and 90% of that harassment had occurred in 'day-to-day work' including by members of the public. Only 2% said that they made a formal complaint. The report noted a +/- margin of error of 5% or less.

The audit considered a range of elements including the prevalence and nature of sexual harassments, policy frameworks and complaint handling procedures.

VAGO found that Councils are not providing workplaces that are free from sexual harassment and while they have the tools that could prevent these experiences, they do not use them to their full advantage. A lack of comprehensive policies, training and communication means councils rarely engage staff in meaningful conversations about sexual harassment and its drivers.

Recommendations set out in the VAGO report, based on the findings of the audit, are outlined below with a summary of any current or future action to be taken by Council officers to implement these recommendations.

VAGO RECOMMENDATION	COMMENT/PROGRESS
use findings from the Victorian Auditor- General's 2020 Sexual Harassment in Local Government survey to identify and act on risk factors for council employees and workplaces  (Report reference: Page 7)	Results of VAGO Sexual Harassment survey in Local Government are disseminated as part of Workplace Gender Audit (WGA); demographic data, People Matter Survey and November 2020 Diversity & Inclusion survey will also be disseminated and staff consulted in development of actions in Council's Gender Equality Action Plan (GEAP). Sexual Harassment is one of at least 7 indicators to be examined/addressed in Council's GEAP.  Results of VAGO Sexual Harassment survey have been examined to determine/address gaps: other indicators. The VAGO survey results generally indicate responding staff do not perceive there is an issue of Sexual Harassment in Council culture.  This could indicate a lack of understanding of what constitutes Sexual Harassment or where to obtain advice/support and Council processes. People &
	Culture is reviewing Induction and training to ensure new staff are aware and existing staff provided refresher training/awareness.
collect information about the prevalence and nature of sexual harassment at least once every two years	Data will be incorporated into the biannual staff survey to gather information and trend data about prevalence and nature of Sexual Harassment and identify areas for

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VAGO RECOMMENDATION	COMMENT/PROGRESS
by:	improvement.
conducting workplace surveys     reviewing complaints information	People and Culture currently collect, analyse and report to Executive on aggregate data/themes including sexual harassment with recommendations for improvement. This includes Exit data collected from
(Report reference: Page 7)	employees leaving Council.
address the risk of sexual harassment by members of the public by:  ensuring sexual harassment policies,	A review of Discrimination Harassment and Bullying Policy & Procedure to be conducted to ensure sexual harassment from members of the public is captured including examples and process for redress/support.
procedures, and training     explicitly cover sexual harassment from the public	Deliver <b>Positive &amp; Professional Behaviours</b> Training (refer below)
regularly communicating to customers and staff that the	
council does not tolerate any form of sexual harassment from	
the public	
(Report reference: Page 7)	
introduce a standalone sexual harassment policy that:  aligns with the Victorian Equal Opportunity and Human Rights	Council's Workplace <i>Discrimination, Harassment and Bullying Policy and Procedure</i> encapsulates Sexual Harassment in terms of definition, explanation and where to obtain advice and support – this
Commission's Guideline: Preventing and responding to	Policy/Procedure references the Victorian Equal Opportunity Act 2010 and protected attributes.
workplace sexual harassment—     Complying with the Equal	The Policy and Procedure will be reviewed and updated considering the VEOHRC Guideline and the VPSC's Model Policy for the Prevention of Sexual Harassment
Opportunity Act 2010 and the Victorian Public Sector	in the Workplace by 31 December 2021.
Commission's Model Policy for the Prevention of Sexual	All current Policies and Procedures are uploaded to the Council Intranet and available to be printed by staff.
Harassment in the Workplace	
includes clear links to relevant council policies and procedures	
covers the applicability of council policies to different roles and	
workplace settings, including councillors, customer-facing staff	
and members of the public	
is searchable on council intranet sites or cloud software, and	
available in hard copy to all staff	
(Report reference: Page 9)	
introduce mandatory training on sexual harassment, or improve existing training, so that at a minimum it:	Design of 'Positive and Professional Behaviours,' (P&P) training is underway by People and Culture, to be delivered between September -November 2021. This

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VAGO RECOMMENDATION	COMMENT/PROGRESS
<ul> <li>includes face-to-face or live online sessions for all staff and councillors at least once every two years (in addition to online modules)</li> <li>covers safe strategies for bystander interventions</li> <li>is tailored to the council's policies, procedures, and workplace risk factors.</li> </ul>	training will be a mix of face-to-face training and online sessions covering the workplace legal and policy framework for Council including OH&S obligations/responsibilities, discrimination, preventing Bullying, Sexual Harassment, Victimisation and the Code of Conduct: Conflict of Interest, Fraudulent behaviour and other key elements of the Code. The training will include staff awareness on seeking support, advice and suggestions for bystander interventions, formal and informal mechanisms to resolve or redress.
(Report reference: Page 9)	
communicate a culture of respect in the council by ensuring leaders' model respectful behaviour at all times and communicate to all staff at least annually that the council does not tolerate	P&C has planned to conduct a campaign to embed Council's (new) Values launched in late 2020 in Council processes including linking Reward & Recognition with the values, in Recruitment processes and in Change implementation.
sexual harassment (Report reference: Page 9)	Sexual Harassment to be a recognised risk to OH&S – broaden definition of OH&S risk and provide education to OH&S Committee/HSRs.
encourage reporting of inappropriate behaviours by:  • promoting formal and informal complaint channels	Above mentioned compulsory P&P * training will include formal and informal means to raise complaints including internal and external parties.
allowing for anonymous complaints  (Report reference: Page 11)	Where a complainant wishes to remain anonymous there are a range of measures which are taken to protect identity and confidentiality and/or contain the matter for example (i) broad awareness training or refresher may be conducted for the general work area with effectiveness of this intervention to address the complaint, needing to be followed up with complainant (ii) complaint to external not internal eg. WorkSafe, VHREOC, union.
<ul> <li>improve record keeping of sexual harassment complaints by:         <ul> <li>keeping complete records of all interactions relating to a complaint</li> </ul> </li> <li>documenting decisions to not investigate complaints or to stop investigations, including the rationale for the decision and the name and role of decision makers.</li> <li>(Report reference: Page 11)</li> </ul>	All file notes, documents and records on sensitive matters such as Sexual Harassment, Bullying or other complaints are secure and have limited access.
review complaint procedures to ensure they include:	The above-mentioned P&P* training will explain options to support reluctant complainants and encourage
a requirement to inform the complainant of the outcome of	complainants to come forth.  The details of outcomes cannot always be explained, for example serious discipline outcomes such as
the complaint	termination of employment or final warning should not
guidance on how investigators can support reluctant	be disclosed to the complainant as the perpetrator's privacy is also required to be preserved for procedural fairness. Although such outcomes as termination of
complainants	employment may become evident, sufficient information can be provided to the complainant to assuage any concerns that the behaviour has been dealt with, will not
(Report reference: Page 11)	occur again and to restore their sense of safety in the

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VAGO RECOMMENDATION	COMMENT/PROGRESS
	workplace.
ensure councillors receive training on sexual harassment at least twice per council term	The training that has been developed for staff will be reviewed and updated for delivery to Councillors.
(Report reference: Page 12)	
ensure councillors are informed of their internal and external options for sexual harassment support and complaints, including:	The Councillor Code of Conduct includes information on dispute resolution processes more broadly.  The Code of Conduct and induction process will be reviewed to determine whether any changes are required to address the recommendations of the VAO report.
external complaint bodies  (Report reference: Page 12)	

# 3. Audit and Risk Committee Annual Plan Reference

The Melton City Council Audit and Risk Committee Annual Plan references:

34. Consider reports by regulatory and integrity agencies on investigations and relevance for Council (e.g. VAGO/Ombudsman/IBAC/Local Govt. Inspectorate)

# 4. Financial Considerations

N/A

# 5. Consultation/Public Submissions

Consultation will be undertaken by surveys and other forms of communication, including training to implement that actions outlined in Section 3 of this report.

# 6. Risk Analysis

Implementation the recommendations of the VAGO Audit will strengthen the policy, procedures and training for Council to meet its obligations under the Equality Opportunities Act 2010.

# 7. Options

The Audit and Risk Committee note the report or request further information/clarification if deemed necessary.

# LIST OF APPENDICES

Nil

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#### 6.17 Local Government Performance Reporting Framework Review

Author: Laura-Jo Mellan - Executive Manager Property and Projects Presenter: Laura-Jo Mellan - Executive Manager Property and Projects

#### Purpose of Report

To present the changes to the Local Government Reporting Framework 2020-21

#### RECOMMENDATION:

That Council note that the Audit and Risk Committee reviewed the changes to the Local Government Reporting Framework and no further action is required.

#### Recommendation 17

Ms Gregory/Mr Mansoor

That the Council note that the Audit and Risk Committee reviewed the changes to the Local Government Reporting Framework and no further action is required.

CARRIED

#### REPORT

# 1. Executive Summary

The Local Government Performance Reporting Framework is a mandatory system of performance reporting for all Victorian councils. It ensures that councils are measuring and reporting on their performance in a consistent way to promote transparency and accountability in the local government sector.

The framework is made up of a range of measures, including roads, planning, animal management and waste.

The Framework is reviewed annually and provided to Council's to be implemented into reporting templates and the annual report. A summary of the 2020-21 changes are included at **Appendices 1-3**.

The changes broadly related to content in the best practice guidelines and performance indicators to realign them with legislative, regulation or practice changes. The changes were not material and have already been reflected in Council's reporting template.

# 2. Background/Issues

The Local Government Performance Reporting Framework is a mandatory system of performance reporting for all Victorian councils. It ensures that councils are measuring and reporting on their performance in a consistent way to promote transparency and accountability in the local government sector.

The objective of the Local Government Performance Reporting Framework (LGPRF) is to provide comprehensive performance information that meets the needs of several audiences. In meeting this objective:

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- councils will have information to support strategic decision-making and continuous improvement
- communities will have information about council performance and productivity
- regulators will have information to monitor compliance with relevant reporting requirements
- state and federal governments will be better informed to make decisions that ensure an effective, efficient, and sustainable system of local government.

The results of the LGPRF are released publicly through Council's Annual Report and the Local Government Sector Performance Reporting (Know Your Council)

The LGPRF recognises that a core function of local government is to provide services to the community. Based on this, the framework also acknowledges that councils have obligations to maintain their capacity and capability to provide these services through effective financial management and governance. There are two key performance areas against which Councils are measured:

- Operational performance the successful performance of internal council operations to meet the community's expectations; and,
- Strategic performance the impact of council strategies on the community.

The framework is made up of a range of measures, including roads, planning, animal management and waste.

The Framework is reviewed annually and provided to Council which to be implemented into reporting templates and the annual report. A summary of the 2020-21 changes are included at Appendices 1-3.

The changes broadly related to content in the best practice guidelines and performance indicators to realign them with legislative, regulation or practice changes. The changes were not material and have already been reflected in Council's reporting template.

### 3. Audit and Risk Committee Annual Plan Reference

The Melton City Council Audit and Risk Committee Annual Plan references:

2. Review Local Government Performance Reporting Framework changes

# 4. Financial Considerations

Nil

#### 5. Consultation/Public Submissions

Not applicable

# Risk Analysis

There are no risks associated with this report or the changes to the Local Government Reporting Framework.

#### 7. Options

The Audit and Risk Committee can note the report or request further information.

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# LIST OF APPENDICES

- Local Government Performance Reporting Framework Summary of Changes Indicator Workbook and Reporting Framework
- Local Government Performance Framework Summary of Changes to Performance Statement
- Local Government Performance Framework Summary of Changes on the Report of Operations

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Item 6.17 Local Government Performance Reporting Framework Review

Appendix 1 Local Government Performance Reporting Framework - Summary of Changes Indicator Workbook and Reporting Framework

# **Summary of changes**

# Local Government Better Practice Guide 2020-21: Performance Reporting Framework Indicator Workbook and Local Government Performance Reporting Template 2020-21

#### Indicator Workbook

Due to changes to the Indicator Workbook, councils are encouraged to review the document and refresh their understanding. An overview of changes is provided below:

Section	Overview of change
Approach to performance reporting	Updated with:
	<ul> <li>[1.1] New figure 1 to show relationship between LGPRF, the Annual Report and Know Your Council. Please note, this results in the renumbering of all figures in this section;</li> </ul>
	<ul> <li>[1.6] New examples of council commentary to explain link between indicators to community outcomes;</li> </ul>
	• [1.10] Broadening the explanation of the Governance and Management Checklist;
	<ul> <li>[1.11] Legislative framework updated to reflect Local Government Act 2020 and the Integrated Strategic Planning and Reporting Framework replacing the Planning and Accountability Framework;</li> </ul>
	<ul> <li>[1.16] Updated with new Know Your Council user data and examples of council commentary to reframe 'no material variations' for the public.</li> </ul>
Performance Indicators	Updated with:
	COVID-19 notes (from supplementary guide) added to:
	o AF7
	。 AM1

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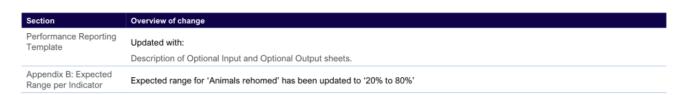
Item 6.17 Local Government Performance Reporting Framework Review
Appendix 1 Local Government Performance Reporting Framework - Summary of Changes Indicator Workbook and Reporting Framework

Section	Overview of change
	o AM6
	o FS3
	o LB5
	o MC3
	o SP3
	o WC3
	o WC4
	AM1 – included clarification in the calculation to highlight the relationship between the numerator and the denominator;
	AM7 – inclusion of good behaviour bonds and court diversions in the 'Successful animal management prosecutions' key terms
	Data entry notes for rounding of numbers for:
	o G2;
	o G5; and,
	。 R5.
	WC3 & WC4 - clarification of direct cost key terms, highlighting services include 'waste disposal services'.
	E4 – clarification of total rate revenue key terms, highlighting the inclusion of 'supplementary rates'.
Governance and Management Checklist	Updated with:
	<ul> <li>Community Engagement and Planning updated to reflect the Local Government Act 2020.</li> </ul>
	Monitoring (with the exception of the Performance Reporting Framework) updated to reflect the Local Government Act 2020.
	<ul> <li>Reporting updated with notes explaining the regulations and enforcement of Local Government Act 1989 requirements for the 2020-21 reporting year</li> </ul>
	Decision making updated to reflect the Local Government Act 2020.

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Item 6.17 Local Government Performance Reporting Framework Review

Appendix 1 Local Government Performance Reporting Framework - Summary of Changes Indicator Workbook and Reporting Framework



#### **Editorial changes**

In addition to the above changes, minor layout and presentation changes were made to the document in line with the departmental requirements for the transition from the Department of Environment, Water, Land and Planning to the Department of Jobs, Precincts and Regions..

#### **Reporting Template**

Section	Overview of changes
Note tab	Version details
Data Input 1 – Operational Control	Nil.
Data Input 2 – Service Performance	Updated with:  Refresh of data entry warning messages; Guidance reference to Indicator Workbook.
Data Input 3 – Financial Performance	Updated with guidance reference to Indicator Workbook.

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Item 6.17 Local Government Performance Reporting Framework Review

Appendix 1 Local Government Performance Reporting Framework - Summary of Changes Indicator Workbook and Reporting Framework

Data Input 4 - Comments	Updated with guidance reference to Indicator Workbook;				
Data Input 5 – Governance and Management checklist	Updated:  To reflect mix of Local Government Act 1989 and Local Government Act 2020 requirements;  With guidance reference to Indicator Workbook.				
Data Input 6 – Workforce Data	<ul> <li>Updated to reflect gender as W – Women, M – Men, and X – Self-described gender;</li> <li>Guidance reference to Indicator Workbook.</li> </ul>				
Export 1 – Performance Indicators	Nil.				
Export 2 – Gov ad Mgt Checklist	Updated as per changes to Input 5.				
Export 3 – Staff FTE and Fin Stat	Updated as changes to Input 6.				
Output 1 – Report of Operations	Updated with  Reference to retired indicators.				
Output 2 – Performance Statement	Updated with  Reference to retired indicators.				
Optional Select	Nil.				

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Appendix 1 Local Government Performance Reporting Framework - Summary of Changes Indicator Workbook and Reporting Framework

Optional Input Nil.

Optional Output Nil.

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Item 6.17 Local Government Performance Reporting Framework Review
Appendix 2 Local Government Performance Framework - Summary of Changes to Performance Statement

# **Summary of changes**

#### Local Government Better Practice Guide - Performance Statement 2020-21

The following key amendments have been made to the Local Government Better Practice Guide: Performance Statement 2020-21. The overall aim of these changes were to:

- 1. Simplify the content for the users of the Better Practice Guide Performance statement 2020-21, and;
- 2. To re-align the content with the respective changes to legislation, regulations or practices.

Section Page Original text Revised text		Revised text	
Introduction			
	2		Replaced Introduction, section on the Local Government Act 2020, Role of a council.
Integrated strategic p	lanning and repo	orting framework	
	6	Planning and reporting accountability framework	Integrated strategic planning and reporting framework
Preparation of the per	rformance stater	nent	
	15	[Nii]	"An example of a performance statement is provided at the end of this document as a guide."
	16	"a less sensitive indicator can bear a higher materiality threshold and will require less or no explanation of variances."	Emphasised applying comments against all results, regardless of materiality.
			"a less sensitive indicator can bear a higher materiality threshold and will require less explanation of variances."
Performance stateme	nt (full model)		
	21	[Nii]	Added icons to demonstrate "Mandatory" or "Recommended" with explanation to provide greater context.
	31	""active library member" means"	Definition updated to accurately reflect the measure:
			""active library borrower" means"

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Item 6.17 Local Government Performance Reporting Framework Review

Appendix 2 Local Government Performance Framework - Summary of Changes to Performance Statement

Section	Page	Original text	Revised text		
	31	""CALD" means culturally and linguistically diverse and refers to persons born outside Australia in a country whose national language is not English"	Content removed: definition not directly relevant within the scope of the prescribed service indicators.		
	37	[Nil]	Added Former measures section to meet regulatory requirement to show the previous results for retired measures.		

#### Editorial changes

The document has undergone minor formatting and editorial changes to provide consistency with other Local Government Better Practice Guides and ease of use. Dates have been updated where applicable.

These additional changes were made across the document:

- Updated reference to the relevant year: 2019-20 or 2020-21 where applicable
- . Updated reference to the Local Government Act 2020 where replacing the Local Government Act 1989
- Updated reference to the Local Government (Planning and Reporting Regulations) 2020 where replacing Local Government (Planning and Reporting Regulations) 2014
- . Updated reference to the Department of Jobs, Precincts and Regions where replacing the Department of Environment, Land, Water and Planning
- Removed reference to the Strategic Resource Plan as consistent with the Act
- · Document was updated to the Department of Jobs, Precincts and Regions template and layout.

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Item 6.17 Local Government Performance Reporting Framework Review
Appendix 3 Local Government Performance Framework - Summary of Changes on the Report of Operations

# **Summary of changes**

# Local Government Better Practice Guide – Report of Operations 2020-21

The following key amendments have been made to the Local Government Better Practice Guide: Report of Operations 2020-21. The overall aim of these changes were to:

- 1. Simplify the content for the users of the Better Practice Guide Report of operations 2020-21, and;
- 2. To re-align the content with the respective changes to legislation, regulations or practices.

Section	Page	Original text	Revised text
Framework performa	ance statement over	view	
Preparation of the p	performance staten	nent	
	15	[NiI]	"An example of a performance statement is provided at the end of this document as a guide."
	16	"a less sensitive indicator can bear a higher materiality threshold and will require less or no explanation of variances."	Emphasised applying comments against all results, regardless of materiality.
			"a less sensitive indicator can bear a higher materiality threshold and will require less explanation of variances."
Performance staten	ment (full model)		
	21	[Nii]	Added icons to demonstrate "Mandatory" or "Recommended" with explanation to provide greater context.
	31	""active library member" means"	Definition updated to accurately reflect the measure:
			""active library borrower" means"
	31	""CALD" means culturally and linguistically diverse and refers to persons born outside Australia in a country whose national language is not English"	Content removed: definition not directly relevant within the scope of the prescribed service indicators.

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#### MINUTES OF THE AUDIT AND RISK COMMITTEE MEETING

Item 6.17 Local Government Performance Reporting Framework Review

Appendix 3 Local Government Performance Framework - Summary of Changes on the Report of Operations

Section	Page	Original text	Revised text
	37	[Nii]	Added Former measures section to meet regulatory requirement to show the previous results for retired measures.

#### **Editorial changes**

The document has undergone minor formatting and editorial changes to provide consistency with other Local Government Better Practice Guides and ease of use. Dates have been updated where applicable.

These additional changes were made across the document:

- Updated reference to the relevant year: 2019-20 or 2020-21 where applicable
- . Updated reference to the Local Government Act 2020 where replacing the Local Government Act 1989
- Updated reference to the Local Government (Planning and Reporting Regulations) 2020 where replacing Local Government (Planning and Reporting Regulations) 2014
- Updated reference to the Department of Jobs, Precincts and Regions where replacing the Department of Environment, Land, Water and Planning
- · Removed reference to the Strategic Resource Plan as consistent with the Act
- . Document was updated to the Department of Jobs, Precincts and Regions template and layout.

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#### 6.18 QUARTERLY LEGAL REPORT

Author: Laura-Jo Mellan - Executive Manager Property and Projects Presenter: Laura-Jo Mellan - Executive Manager Property and Projects

#### PURPOSE OF REPORT

To advise the Audit and Risk Committee in relation to any significant legal matters as at the end of the fourth (July) quarter.

#### RECOMMENDATION:

That Council note that the Audit and Risk Committee reviewed the report and that no further action is required.

#### **Recommendation 18**

Ms Gregory/Mr Mansoor

That the Council note that the Audit and Risk Committee reviewed the changes to the Local Government Reporting Framework, incorporating the action item listed below.

**CARRIED** 

#### **AUDIT & RISK COMMITTEE DISCUSSION POINTS**

Discussion took place on the following matters raised by Committee Members:

The Committee enquired whether an insurance claim will be lodged in relation to the fraud matter emanating from the Ombudsman's report.

Ms LJ Mellan, informed the Committee that Council are awaiting feedback on this matter from solicitors Harwood Andrews.

#### Action

A report be tabled to the Audit and Risk Committee on the outcome received from Harwood Andrews in relation to this matter.

#### REPORT

# 1. Executive Summary

For the purposes of this report, a significant matter is any matter which may expose Council to an Order (or financial penalty) in the sum of \$100k or more and not include matters handled by Council's insurers.

This report covers the period ending 31 July 2021.

There is one significant matter to report which is the current legal proceedings in the respect of Planning Scheme Amendment C222 – Ravenhall Toxic Soil.

Having considered the legal advice, the CEO exercised the delegation given to him by this Council and gave instructions to Council's external lawyers to issue proceedings on its behalf in relation to the Minister's decision to approve an amendment to the Melton Planning Scheme (Amendment C222).

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Those proceedings were filed on or before 4 February 2021 in the Supreme Court of Victoria and a directions hearing was held on 23 June 2021 and a 3-day trial was held from 14-16 July 2021.

A decision has not yet been handed down by the Court.

# 2. Background/Issues

For the purposes of this report, a significant matter is any matter which may expose Council to an Order (or financial penalty) in the sum of \$100k or more and not include matters handled by Council's insurers.

This report covers the period ending 31 July 2021.

There is one significant matter to report which is the current legal proceedings in the respect of Planning Scheme Amendment C222 – Ravenhall Toxic Soil.

On 30 November 2020 council resolved to seek legal advice in relation to the decisions by the EPA and the Minister which allow the toxic soil from the Westgate project to be taken to the Ravenhall Spoil Processing Facility.

On or around the date of that resolution it was reported in the media that the EPA withdrew its approval of the environmental management plan (EMP).

The legal advice was duly obtained, and a copy provided to Councillors. The advice is confidential and subject to legal professional privilege. Accordingly, the contents of the legal advice were not included in the 8 February 2021 Council report which provided an update on the matter.

Having considered the legal advice, the CEO exercised the delegation given to him by this Council and gave instructions to Council's external lawyers to issue proceedings on its behalf in relation to the Minister's decision to approve an amendment to the Melton Planning Scheme (Amendment C222).

Those proceedings were filed on or before 4 February 2021 in the Supreme Court of Victoria and a directions hearing was held on 23 June 2021 and a 3-day trial was held from 14-16 July 2021.

A decision has not yet been handed down by the Court.

#### 3. Audit and Risk Committee Annual Plan Reference

The Melton City Council Audit and Risk Committee Annual Plan references:

13. Review progress of any significant legal matters/proceedings facing Council

#### 4. Financial Considerations

The legal costs of the proceeding are expected to be in the order of \$125,000 to \$145,000. If Council's proceeding fails, there is a risk of an order to pay the other party's costs – which could be of a similar amount.

# 5. Consultation/Public Submissions

Not applicable.

# 6. Risk Analysis

If Council is unsuccessful in the proceeding, there is a high likelihood that the Court will order Council to pay the other party's costs which could be of a similar sum to its own.

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If Council had chosen not issue proceedings the soil could ultimately processed at the Ravenhall Spoil Processing Facility.

# 7. Options

Nil.

# **LIST OF APPENDICES**

Nil

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# 7. MEET WITH AUDITORS IN THE ABSENCE OF MANAGEMENT

The Committee agreed there was no need to meet with Auditors in the absence of Management.

# AUDIT AND RISK COMMITTEE MEETING

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#### 8. PUBLICATIONS

# 8.1 Publications

- Victorian Ombudsman, Investigating Into How Local Councils Respond to Ratepayers In Financial Hardship (May 2021)
- Victorian Auditor-General's Office, Responses to Performance Audit Recommendations: Annual Status Update (June 2021)
- Victorian Auditor-General's Office, Annual Plan 2021-22 (June 2021)

#### RECOMMENDATION:

That Council note that the Audit and Risk Committee reviewed the reports and that no further action is required.

OR

That Council recommend that the following publication(s) be the subject of a report back the Audit and Risk Committee.

## **Recommendation 19**

Ms Gregory/Cr Majdlik

That Council note that the Audit and Risk Committee reviewed the reports and that no further action is required.

CARRIED

#### **AUDIT & RISK COMMITTEE DISCUSSION POINTS**

Discussion took place on the following matters raised by Committee Members:

S. Rumoro, Finance Manager, provided a detailed explanation on the situation and action taken in relation to the 2 matters raised within the Financial Hardship report concerning Melton City Council.

Due to the size of the publication reports, the Chairperson put forward a recommendation that future publication reports only contain the executive summary and recommendations and a link to access the full report be provided.

The Committee members all agreed to this recommendation.

#### LIST OF APPENDICES

- Victorian Ombudsman, Investigating Into How Local Councils Respond to Ratepayers In Financial Hardship (May 2021)
- Victorian Auditor-General's Office, Responses to Performance Audit Recommendations: Annual Status Update (June 2021)
- 3. Victorian Auditor-General's Office, Annual Plan 2021-22 (June 2021)

AND RISK	COMMITTEE	MEETING
AIND LYION		

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9.	OTHER MAT	TERS RAISED	RY THE	COMMITTEE
J.			DI IIIL '	

No other matters were raised by the Committee.

# 10. CONFIDENTIAL BUSINESS

Nil.

Confirmed

# 11. NEXT MEETING

Wednesday 8 September 2021.

# 12. CLOSE OF BUSINESS

The meeting closed at 2.46pm.

Dated this			
		CHAIRI	PERSON