



## **Appendix 3a**

### **15.3 Review of Council Policies**


*CP039 Discretionary Reserves*

# **Ordinary Meeting of Council**

Wednesday 17 February 2021 at 7:00pm

Via Videoconference (Zoom)

## COUNCIL POLICY

Discretionary Reserves	<b>Adopted By Council:</b>	26/10/17	
	<b>Date/s Revised:</b>		
	<b>Next Review Date:</b>	12/23	
	<b>Document No:</b>	CP039	
	<b>Directorate:</b>	Organisational Performance & Community Services	
	<b>Responsible Officer:</b>	Manager, Financial Services	

### CONTEXT

Council holds a range of discretionary reserve funds within Equity on the Balance Sheet, during and at the end of each financial year. The value of these reserves is largely influenced by the level of operating and capital projects carried forward from one financial year to the next, which can result from a mix of government grants and community contributions received in advance and expenditure budgets allocated for projects not completed within the same financial year. Quarterly reporting of reserves is important and this is captured in both the quarterly Council Plan progress report and the quarterly finance report.

This policy excludes the Asset Revaluation Reserve included within Equity on Council's Balance Sheet, as it relates to a change in asset values following revaluation, rather than the collection and expenditure of cash funds which is the purpose of this particular Council Policy.

### PURPOSE

The purpose of this policy is to ensure Council sets aside and maintains monies in reserve funds on the Balance Sheet to meet specific legal and discretionary liabilities. The policy provides for responsible financial management of general revenue allocations for specific reserves, as well as tied government grants and community contributions that have not been utilised in the year of receipt. This policy also establishes requirements for the creation of reserves and subsequent transfers to/from these reserves.

### DEFINITIONS

For the purposes of this policy, the following definitions apply:

<b>Accumulated surplus</b>	Uncommitted operating surpluses achieved by Council over time.
<b>Discretionary reserves</b>	Records of future obligations, kept at Council's discretion, to ensure sound financial management of Borough of Queenscliffe operations. The value held in discretionary reserves may be varied from time to time, where expenditure commitments may be created and/or retired.
<b>Equity</b>	The net worth of Council, after deducting all liabilities from its assets.
<b>Statutory reserves</b>	Records of future obligations, where the usage of the funds is governed by legislation. Borough of Queenscliffe does <u>not</u> have statutory reserves.

## **POLICY**

The policy principles that form the basis of this policy are:

- The Borough of Queenscliffe will maintain discretionary reserves that acknowledge the receipt of funds from government grants and community contributions, to be applied to operating and capital projects that are consistent with the purpose of the funds received;
- Unspent budget allocations of Council may be added to discretionary reserves, as determined by the Executive Management Team at each financial year-end, only if there is a contractual or legal commitment to progress/complete the respective project. However, the unspent balance of asset renewal budget allocations will be transferred to reserve at each year-end.
- Council will maintain asset replacement reserves for the purpose of minimising the impact on Council's operations in any one year, from the expenditure of funds on asset purchases (for the renewal or upgrade of existing assets), or to set aside funds to cover major asset expenditure in future years;
- For the purposes of efficient financial management, Council may use discretionary reserves in lieu of borrowings to fund specific budgeted expenditure, as included in its annual Adopted Budget;
- Reserves represent a record of future obligations. To efficiently manage the application of these funds, the Manager - Financial Services is responsible for matching reserve allocations with related expenditure for which the reserve funds were intended, in accordance with the Adopted Budget;
- All discretionary reserves must be cash backed, with the pooled funds included in Council's investment portfolio; and
- If a discretionary reserve is no longer appropriate or relevant to Council's operations, officers will recommend to Council that it consider closing the particular reserve fund, with the balance of the reserve to be transferred back to accumulated surplus.

### **1. Discretionary reserve funds**

The Borough of Queenscliffe holds a range of discretionary reserves within Equity on its Balance Sheet.

#### **1.1 General reserve**

This reserve comprises of the cash surpluses achieved in previous financial years, which have not yet been allocated by Council to specific projects within the Annual Budget. Council aims to hold a minimum of \$500,000 (approximately 5% of annual cash operating expenses) in this reserve to fund future asset renewal requirements and other priority projects which assist in meeting Council Plan objectives, and to provide a contingency for responding to any emerging risk management and other unbudgeted issues which may arise during the course of the financial year. Council would require in minimum \$500,000 to manage key operational requirements for a month.

#### **1.2 Asset replacement reserve (allocated)**

Funds are held in this reserve to meet future asset renewal requirements for specific projects earmarked by Council. A minimum allocation for a transfer to reserve of \$40,000 p.a. (approximately 5% of annual asset renewal budget) is included in Council's Adopted Budget, in recognition of the future asset renewal requirements of Council in maintaining its long-term assets. The unspent balance of asset renewal budget allocations is also transferred to reserve at each year-end.

#### **1.3 Unfunded superannuation liability reserve**

Council set aside \$20,000 in each of the 2014/15 and 2015/16 budget years, as a hedge against future calls which may be made by Vision Super on the unfunded superannuation liability (defined benefits scheme).

Council monitors the likelihood of a call on this scheme via quarterly finance reports. The current balance held in this reserve totals \$40,000 (the last call on the fund was \$218,000 in 2011/12).

#### **1.4 Carry forward reserves**

The bulk of funds held in discretionary reserves each financial year is with respect to operating and capital projects to be carried forward for completion in future years. This can result from the receipt of government grants and community contributions in advance and budget allocations not yet expended.

To assist with this reconciliation process, four separate carry forward reserves are included in the accounts:

- Carry forward operating income;
- Carry forward operating expenditure;
- Carry forward capital income; and
- Carry forward capital expenditure.

#### **1.5 Waste management reserves**

The Borough of Queenscliffe Rating Strategy provides for the full cost recovery of waste management expenditure for each of the three waste streams (kerbside, green and public waste). The Borough of Queenscliffe Adopted Budget provides for the full cost recovery of waste.

For each of these waste streams, the costs incurred by Council, net of any income received with respect to the particular waste service is compared with the waste charges collected from ratepayers for that waste service, with the resulting net surplus/(deficit) calculated at the end of each financial year and adjusted against existing waste reserve balances.

Council will consider the year-end forecast balance of each waste management reserve as part of its annual budget preparation process, to determine what (if any) balance will be transferred from waste reserves to offset the costs of each waste service, before providing direction to officers regarding the amount of waste management charges to be applied in the next financial year to ensure achievement of full cost recovery of each of the three waste services provided by Council to its ratepayers.

Further details on Council's waste management service including the pricing structure for each of the three waste streams (kerbside, green and public waste), the number and size of bins that ratepayers are entitled to and which properties are eligible to receive a waste service from Council, are included in Council Policy CP038: Waste Management.

## **2. Creation of discretionary reserves**

As a general rule, income and expenditure should be budgeted in the financial year in which it occurs and should not be 'set aside' in reserves for future use. However, the Borough of Queenscliffe does in some instances create/use discretionary reserves where:

- It is anticipated extensive works will require funding over a period of more than one financial year;
- Funds are collected specifically for the purpose of funding future capital works;
- There is a legal or legislative requirement; and/or
- A net surplus/(deficit) outcome is achieved between waste charges collected and costs incurred.

If a new reserve is required, officers will brief Council on the matter at a Council Assembly and proceed to establish the reserve so that the year-end financial accounts include the appropriate reserve balance. The briefing to Council will include the following details:

- Why the discretionary reserve is required (including any legislative requirements);

- Where the funds to be transferred to the reserve will come from;
- What the funds will be expended on;
- When the funds are expected to be spent;
- The length of time it is envisaged the reserve will be required; and
- The dollar value of the expected reserve balance and the transfers to/from this reserve.

### **3. Transfers of funds to discretionary reserves**

Amounts transferred to individual discretionary reserves come from a variety of sources including government grants and community contributions, waste management charges collected from ratepayers and expenditure allocations included in Council's Adopted Budget. Some of these may be transferred to reserve during the year, although most will typically be transferred at the financial year-end when particular outcomes are confirmed (e.g. actual surplus/(deficit) achieved for waste management).

### **4. Transfers of funds from discretionary reserves**

All transfers of funds from discretionary reserves must be for the agreed purposes for which the reserve was created. The value of funds transferred may be as follows:

- **Transfers approved as part of the budget process**

In most cases the transfer of funds from Reserves will be approved as part of the Annual Budget process. For example, Capital Works Projects need to include details of project funding, including any planned use of Reserves. Projects are then evaluated and submitted to Council for approval.

- **Transfers of funds in excess of approved budget**

In cases where a transfer of funds from a Reserve was approved in the budget but subsequently a higher level of funding is required from Reserves, approval must be sought before transfers are made. For transfers from Reserves which are less than \$25,000 variance to budget, relevant General Manager's approval is required. In cases where the difference to budget is more than \$25,000 but less than \$100,000 the CEO must approve the transfer. The maximum amount a General Manager and the CEO can approve in a financial year is \$50,000 and \$200,000 respectively. Any further transfers in excess of this amount will require council approval.

- **Transfers of funds not approved as part of the budget process**

From time to time there may be a requirement to transfer funds from a Reserve for purposes not foreseen when the budget was developed. Any such transfer from a Reserve for purposes outside of the budget must be approved by the CEO. The CEO will need to make the necessary recommendation to Council for approval.

A summary of discretionary reserve balances, including the year-end forecast balance for each reserve, is included in quarterly finance reports to Council and any material variation explanations provided.

### **5. Responsibilities**

Councillors and Officers have key responsibilities, in managing discretionary reserves, as set out below.

#### **5.1 Council**

The Council is responsible for receiving briefings from officers, and reaching a resolution on any Council reports put to them for a decision at an Ordinary Council Meeting, with respect to discretionary reserves.

## **5.2 Chief Executive Officer**

The Chief Executive Officer is responsible for making recommendations to Council with respect to the reallocation of discretionary reserves, if required, to address emerging risks and ensure the continuing responsible management of discretionary reserves through the implementation of this Council Policy.

## **5.3 Executive Management Team**

The Executive Management Team is responsible for reviewing all forecast adjustments required to discretionary reserves, as recommended by the Manager, Financial Services and/or program leaders, prior to finalisation of the quarterly finance reports to Council and the annual financial statements.

## **5.4 Manager, Financial Services**

The Manager, Financial Services is responsible for maintaining all discretionary reserves in the general ledger. This includes reporting quarterly to Council on material forecast adjustments including a listing of impacted individual reserves and ensuring the appropriate transfers to/from discretionary reserves are actioned prior to the annual financial statements being finalised for review by the Victorian Auditor-General and inclusion in Council's annual report. This responsibility includes ensuring all reserve funds are reconciled, and cash backed with investment funds.

## **5.5 Program Leaders**

Program leaders are responsible for alerting the Executive Management Team of any key adjustments required to the transfers to/from discretionary reserves, which may impact reserve balances, as soon as they become aware of any issue which requires management with respect to discretionary reserves.

## **CONTINUOUS IMPROVEMENT**

This policy will be reviewed on a continuous basis, as a minimum every three years from the date of adoption.

## **OTHER REFERENCES**

Borough of Queenscliffe Adopted Budget

Borough of Queenscliffe Rating Strategy

Borough of Queenscliffe Council Policy CP038: Waste Management

*Local Government Act 2020*

Australian Accounting Standards

END



## **Appendix 3b**

### **15.3 Review of Council Policies**


*CP040 Borrowings*

# **Ordinary Meeting of Council**

Wednesday 17 February 2021 at 7:000pm

Via videoconference (Zoom)

## COUNCIL POLICY

Borrowings	<b>Adopted By Council:</b>	26/10/17		
	<b>Date/s Revised:</b>			
	<b>Next Review Date:</b>	10/23		
	<b>Document No:</b>	CP040		
	<b>Directorate:</b>	Organisational Performance & Community Services		
	<b>Responsible Officer:</b>	Manager, Financial Services		

### CONTEXT

Loan borrowing is a legitimate and responsible financial management tool when used to finance major projects, as it spreads the payments for such assets across the generations who benefit.

Debt is one item in the local government financial statements that tends to receive negative and disproportionate attention. The nature of councils' activities and the way they are managed are generally 'low risk', with their income streams much less volatile than in the private sector. However, councils have intended to take a very conservative approach to debt and the Borough of Queenscliffe is at the lower end of the scale for the Small Rural Councils grouping in terms of its debt servicing and commitments.

### PURPOSE

The purpose of this policy is to establish objectives and principles that outline when it is appropriate for Council to undertake borrowings, using a sound financial management framework that ensures Council keeps within the relevant prudential guidelines provided by State government, and that borrowings undertaken by Council are in accordance with requirements of the *Local Government Act 2020* (the Act). This policy sets out the manner in which Council may establish and manage its debt portfolio, noting it applies to all new borrowings undertaken by Council from the date of adoption of this policy.

### DEFINITIONS

For the purposes of this policy, the following definitions apply:

#### **Borrowings**

An important funding source for Council's capital works program, loans may be undertaken by Council as an alternate funding source to using its cash and investment reserves. Loans are typically undertaken for large value capital projects, with repayment over the medium to long-term (5-10 years). Undertaking borrowing creates both an asset (the funds provided) and a liability (the obligation to repay the money borrowed).

#### **Budget**

The annual budget takes into account the services and initiatives that contribute to achieving the strategic objectives specified in the Council Plan. It details the resources required over the next year to fund services provided to the community. It also includes details of proposed capital expenditure allocations to improve and renew Council's physical



infrastructure, buildings and operational assets, as well as funding proposals for a range of priority operating projects.

**Capital projects**

Relatively large expenditure, which has benefits, expected to last for more than 12 months. This includes the renewal and upgrade of existing assets and the creation of new assets.

**Financial sustainability**

Including an assessment of financial and corporate performance, a financially sustainable council should be capable of: providing and funding the service needs of its community; meeting contingencies without needing to make radical changes to expenditure and/or revenue policies; maintaining stability and equity in rating levels; and preserving intergenerational assets. The financial sustainability of councils is assessed annually by the Victorian Auditor-General, and via the LGPRF.

**Local Government  
Performance Reporting  
Framework (LGPRF)**

A mandatory system of performance reporting for all Victorian councils, which commenced 1 July 2014, 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.

**Non-current liabilities**

Long-term liabilities of Council, which will fall due beyond the next 12 months. Borough of Queenscliffe has non-current liabilities/obligations for its existing borrowings and employee provisions (long service leave).

**Obligations**

Measured within the LGPRF, obligations of Council include repayment of loans and borrowings in accordance with agreed loan schedules and the renewal of assets to ensure their existing service potential is maintained.

**Own source revenue**

Income raised by councils, excluding government grants and community contributions. Borough of Queenscliffe own source revenue includes: rates and charges; statutory fees and fines; user fees; and other income.

**POLICY**

The policy principles that form the basis of this policy are:

- The Policy will be adhered to in developing Council's long term financial plan and all borrowings are to be identified in the plan.
- Council will not borrow to fund operating expenditure. This type of expenditure is to be funded from operating revenue streams (rates, fees and charges etc.).
- The exception to this principle is calls to 'defined benefit' Superannuation Fund. Large calls to 'defined benefit' fund will require a separate report to Council which will include recommended method of funding - use of working capital, Superannuation Fund or borrowings.
- Council will not borrow to fund recurrent capital works which is inclusive of acquisition, replacement or renewal of assets (e.g. road resurfacing). This type of expenditure is to be funded from operating revenue streams.

- Council will measure and report on renewal/upgrade expenditure relative to depreciation in order to highlight any renewal gap. This is to ensure assets are renewed as planned without the use of borrowings.
- Borrowings are to be linked to the financing of capital projects.
- Cash flows will be phased in order to consolidate the principle and interest requirements of approved capital projects.
- The term of any loan should not exceed the expected economic life of the asset.
- The total amount of borrowings must be sustainable in terms of Council's ability to meet future repayments, budgetary constraints and prudential ratios (borrowings shall not be undertaken if the effect of such borrowings are projected to result in borrowings ratios above the prudential limits).

## 1. Legislative framework

Council borrowings are subject to specific legislative requirements as set out below.

### Local Government Act 2020 (the Act)

All sections of the Act which relate to borrowings are listed below.

#### 11 Delegations

(1) A Council may by instrument of delegation delegate to

(a) the members of a delegated committee; or

(b) the Chief Executive Officer

any power, duty or function of a Council under this Act or any other Act other than a power, duty or function specified in subsection (2).

.....

(2) (l) the power to borrow money.

#### 104 Borrowings

A Council cannot borrow money unless the proposed borrowings were included in the budget or a revised budget.

## 2 Borrowing Ratios and Limits

Debt does not necessarily mean a council is acquiring things it cannot afford. It merely provides an alternative and immediate form of capital. The important thing to understand is that the purpose for which borrowings are used will ultimately determine the impact on Council's overall sustainability.

Any new borrowings to be considered by Council will be used for:

- Investing in specific major infrastructure, which is inter-generational (long-term);
- Investing in projects which generate income; and/or
- Matching government grants for priority capital projects.

To ensure the overall sustainability of Council, total borrowings of Council will be subject to the following limits (ratios).

### **Victorian Auditor General Office requirements (VAGO)**

VAGO provides a report to Parliament each year, on the outcomes of the Local Government Audits. A key component of this report is an assessment of the financial sustainability of councils, with results reported for seven measures of sustainability that VAGO consider most important. One indicators best assess the financial sustainability risks associated with borrowing. Council will report on the following indicators:

<b>Indicator</b>	<b>Formula</b>	<b>Description</b>	<b>Risk</b>
Indebtedness (%)	Non-current liabilities / own-sourced revenue	Comparison of non-current liabilities (mainly comprising borrowings) to own-sourced revenue. The higher the % the less the entity is able to cover non-current liabilities from revenues the entity generates itself.  Own source revenue is used rather than total revenue because it does not include grants or contributions	More than 60% - High 40-60% - Medium 40% or less - Low

Borrowings should be managed within the low risk target ratio of 10% or less unless Council decides otherwise (after consultation of the Audit and Risk Committee) based on requirements of the capital project/s are being funded.

### **Local Government Reporting Performance Framework (LGPRF)**

<b>Indicator</b>	<b>Formula</b>	<b>Description</b>	<b>Risk</b>
Loans and borrowings compared to rates (%)	Interest bearing loans and borrowings / Rate revenue	Comparison of interest bearing loans and borrowings to rate revenue. The higher the % the less the entity is able to cover interest bearing loans and borrowings from rate revenues the entity generates.	More than 70% - High
Loans and borrowings repayments compared to rates	Interest and principal repayments on interest bearing loans and borrowings / Rate revenue	Comparison of interest and principal repayments on Interest bearing loans and borrowings to rate revenue. The higher the % the less the entity is able to cover interest and principal repayments on interest bearing loans and borrowings from rate revenues the entity generates.	More than 20% - High

Borrowings should be managed within the following low risk target ratios or less unless Council decides otherwise (after consultation of the Audit and Risk Committee) based on requirements of the capital project/s are being funded.

- Loans and borrowings compared to rates (%) – 15% or less
- Loans and borrowings repayments compared to rates – 2% or less

### **3. Determining appropriate lending institution**

Once a borrowing has been approved by Council, officers will determine the most appropriate funding source. Aside from the traditional banks, councils now also have access to State managed arrangements.

#### **3.1 Local Government Funding Vehicle (LGFV)**

The LGFV was established by the Municipal Association of Victoria (MAV) in 2014, at the request of councils, to provide a cheaper source of funding. The LGFV provides funding directly from capital market investors including superannuation funds, insurers and asset managers. The LGFV is rated Aa2 by Moody's Investor Services.

Councils must go to tender if the provision of goods and services exceed \$150,000 over a contract term. Councils do not need to go to tender on their own if they appoint the LGFV as their agent, as the LGFV undertakes a tender process on behalf of all councils participating in a bond issuance under this scheme.

#### **3.2 Banks**

Councils do not have to source borrowings through the LGFV and instead may opt to enter into a loan agreement with one of the major lending institutions.

#### **3.3 Procurement process**

If Council decides to participate in the LGFV, predetermined requirements for information to/from Council and the Municipal Association of Victoria will be managed in accordance with the scheme.

Should the traditional banking arrangement be considered more suitable to meet Council's current borrowing needs, the approach to borrowings will be in accordance with Council's Procurement Policy.

For new borrowings of \$150,000 or greater, a public tender process must occur.

Where new borrowings of less than \$150,000 are required by Council, a request will be made to appropriate lending institutions, inviting written quotations on Council's borrowing requirements.

Written quotations must include the:

- Interest rate;
- Term of loan;
- Repayment intervals/frequency;
- Repayment instalment amount;
- Any applicable fees; and
- Loan break costs (should Council opt to repay the loan earlier than planned).

A Council report specifying length of loan, type of interest rate (fixed/variable) and delegation to Chief Executive Officer is required prior to entering into a loan agreement. Under LGA section 11(2)(I) Council cannot delegate the power to borrow money.

The Manager, Financial Services will then prepare a briefing and recommendation for consideration by the Chief Executive Officer, who has the authority to accept a loan offer, so long as this is in keeping with Council's adopted budget for borrowings and/or Council resolution.

### **3.4 Australian Loans Council (Loan Council Allocation' (LCA))**

The Australian Loan Council is the mechanism by which Federal and State government borrowings are coordinated. The State government is exposed to a financial risk should a local government authority default on a borrowing. Therefore, Local Government Victoria (LGV) is requested by the Department of Treasury and Finance to provide updated estimates of borrowing requirements from Victorian councils.

While councils are not committed to borrowing the amounts provided within these returns, councils are requested to provide an early indication to LGV of likely debt levels across the State of Victoria. A borrowings survey is provided to councils, typically in December/January and again in March/April of each financial year, which requests information from councils on the level of proposed new borrowings and anticipated debt redemption (principal repayment) for existing and proposed new loans for the next financial year.

## **4. Responsibilities**

Councillors and Officers have key responsibilities, in managing borrowings, as set out below.

### **4.1 Council**

The Council is responsible for approving borrowings, by way of inclusion of all proposed borrowings in the Adopted Budget, or by way of Council resolution for revisions to proposed borrowings if applicable.

### **4.2 Chief Executive Officer**

The Chief Executive Officer has authority to accept loan offers, following the resolution of Council, so long as the requirements of this policy are adhered to.

### **4.3 Manager, Financial Services**

The Manager, Financial Services is responsible for maintaining all borrowings in the general ledger, reporting quarterly to Council on year-to-date loan balances and ensuring the appropriate loan balance is reconciled prior to the annual financial statements being finalised for review by the Victorian Auditor-General and inclusion in Council's annual report. This responsibility includes ensuring this policy is followed when borrowing funds.

## **CONTINUOUS IMPROVEMENT**

This policy will be reviewed on a continuous basis, as a minimum every three years from the date of adoption.

## **OTHER REFERENCES**

Borough of Queenscliffe Adopted Budget

Borough of Queenscliffe Annual Report (Performance Statement)

Borough of Queenscliffe Council Policy CP013: Procurement

*Local Government Act 2020*

END



## **Appendix 3c**

### **15.3 Review of Council Policies**


*CP020 Vegetation Vandalism*

# **Ordinary Meeting of Council**

Wednesday 17 February 2021 at 7:000pm

Via videoconference (Zoom)

## COUNCIL POLICY

<b>Vegetation Vandalism</b>	<b>Adopted By Council:</b>	05/04/05	
	<b>Date/s Revised:</b> 24/04/13, 25/05/17	18/10/11,	
	<b>Next Review Date:</b>	01/2024	
	<b>Document No:</b>	CP020	
	<b>Directorate:</b>	Planning & Infrastructure	
	<b>Responsible Officer:</b>	Infrastructure and Roads Engineer	

### CONTEXT

Trees and vegetation are important and unique public assets which contribute significantly to the identity and urban character of the Borough of Queenscliffe.

Council views vegetation vandalism as a very serious matter. Every case of vegetation vandalism costs ratepayers. Depending on the severity of the case, the cost to the community can be significant for investigation, signage, replacement and remediation every time it happens.

### PURPOSE

The purpose of this policy is to highlight the importance and value Council places on the protection and preservation of vegetation on Council Land within the Borough of Queenscliffe.

### DEFINITIONS

**Vegetation Vandalism** means wilful and unlawful damage, injury or destruction of vegetation from Council Land, including poisoning, pruning, removal and ringbarking.

**Vegetation** means any native or exotic tree or plant, regardless of height or maturity.

**Council Land** means land, buildings and facilities which are owned, occupied or vested in the Council or in respect of which the Council has the care and management (for example as Committee of Management) and to which the public has access whether an entry fee is paid or not and includes a Public place.

### POLICY

1. Council's aim is to retain in healthy condition and in natural shape and form, vegetation that is currently or which will become visually, historically, horticulturally or environmentally valuable to the community of the Borough of Queenscliffe.
2. Only approved Council staff or contractors may undertake removal or pruning works on vegetation on Council Land.
3. Any person who is responsible for Vegetation Vandalism shall be guilty of an offence and liable to prosecution to the full extent of the law and will be actively pursued for the recovery of costs.

It should be noted that full extent of the law includes fines under Council's Local Law, the Planning and Environment Act or any relevant state or federal legislation such as the Flora and Fauna Guarantee Act, depending on the circumstances of each incident.

4. Where Council identifies or suspects an act of vegetation vandalism the Council will take action in accordance with the SOP020 Vegetation Vandalism standard operating procedures, which may include preventative measures such as installing security cameras.
5. Council will continue to educate the community and actively promote the significance and importance of vegetation on Council Land, particularly remnant vegetation, through the local media, Council website and brochures.

#### **CONTINUOUS IMPROVEMENT**

This policy will be reviewed on a continuous basis, but as a minimum every three years from the date of adoption.

#### **OTHER REFERENCES**

SOP020 Vegetation Vandalism

Borough of Queenscliffe General Local Law 2021

Queenscliffe Planning Scheme

Planning and Environment Act 1987

Flora and Fauna Guarantee Act 1988

END





## **Appendix 3d**

### **15.3 Review of Council Policies**


*CP024 Memorials and Plaques*

# **Ordinary Meeting of Council**

Wednesday 17 February 2021 at 7:000pm

Via videoconference (Zoom)

## COUNCIL POLICY

Memorials and Plaques	<b>Adopted By Council:</b>	27/11/13	
	<b>Date/s Revised:</b>	25/05/17	
	<b>Next Review Date:</b>	01/2024	
	<b>Document No:</b>	CP024	
	<b>Directorate:</b>	Planning & Infrastructure	

### CONTEXT

From time to time, the Borough of Queenscliffe receives requests from members of the community and local associations to install plaques, memorials or commemorative trees to commemorate people or events significant to the area.

### PURPOSE

The purpose of this policy is to provide a framework for the approval and installation of such plaques and memorials.

This policy covers all plaques (to buildings, sculptures or other fixed surfaces), memorials or commemorative trees being placed on Council Land or in any Public place within the Borough of Queenscliffe whether this be in a street, walking track, park or garden. All such plaques, memorials or commemorative trees will be required to conform to this policy.

Any existing plaque, memorial or commemorative tree cannot be taken as a precedent for future approvals. This policy does not apply to:

- signage, display boards, banners or public artworks
- the naming of parks, roads, bridges, or community facilities.

### DEFINITIONS

**Plaque** means a flat tablet of metal, stone or other material which includes text or images which commemorate a person, event or historical information relative to the location.

**Memorial** means an object established in memory of a person, association, anniversary or event and includes a monument.

**Commemorative Tree** for the purpose of this policy a commemorative tree will be classed as a 'memorial'.

**Council Land** means land, buildings and facilities which are owned, occupied or vested in the Council or in respect of which the Council has the care and management (for example, as Committee of Management) and to which the public has access whether an entry fee is paid or not and includes a Public place.

**Public Place** has the same mean as given as defined in Council's Local Laws.

**Significant Contribution** means an important and notable contribution to the cultural, political or social aspects of the development of the Borough of Queenscliffe.

## **POLICY**

1. Subjects for memorials and plaques will be limited to:
  - an individual or Association who has been a resident of the Borough of Queenscliffe and has made a significant contribution to the Borough of Queenscliffe community.
  - an individual or Association who has been a resident of the Borough of Queenscliffe and has made a significant contribution to the wider community outside of the Borough of Queenscliffe.
  - a significant anniversary of an event unique to the Borough of Queenscliffe's history and development.
  - historical or other information relevant to the site/location of the plaque.
2. No new memorial or plaque will be considered which commemorates a person, Association or event already memorialised in the Borough of Queenscliffe unless there are exceptional circumstances. Special anniversaries may be acknowledged.
3. The Borough of Queenscliffe specifies the range of categories of plaques and memorials appropriate to the needs of individuals and Associations (Refer Schedule A – Categories of Plaques and Memorials). No proposals will be considered outside of these categories. Applications can only be made under one category.
4. Any proposal that incorporates sculptural reliefs that is three dimensional or sculptural or is an artistic work, will also be considered in accordance with Council's Public Art Policy.
5. An approved plaque or memorial shall be located at the designated site for a period of not less than five (5) years after installation, however, Council maintains the right to remove or relocate it to another site if the designated site changes significantly in character or the designated site is to be redeveloped.
6. Council will manage the design, manufacture and installation of the plaque or memorial from material supplied by the applicant however, the applicant must meet all costs associated with design, manufacture and installation of the plaque or memorial. In some instances a contribution toward maintenance may also be a condition of approval.
7. Requests must be made in writing and include all relevant details including justification for a plaque or memorial in a public place, proposed category of plaque or memorial, proposed site or location, proposed text or images and any other pertinent information. Council has final approval of appropriate site/s and will determine the exact location of any plaque or memorial. Council may determine that multiple plaques be installed on park furniture where appropriate.
8. All proposals will be assessed in accordance with Council's SOP024 Memorials and Plaques standard operating procedure.

## **CONTINUOUS IMPROVEMENT**

This policy will be reviewed on a continuous basis, but as a minimum every three years.

## **OTHER REFERENCES**

SOP024 - Memorials and Plaques  
Queenscliffe Planning Scheme

END

**SCHEDULE A**  
**CATEGORIES OF MEMORIALS AND PLAQUES**

**Category 1 - Indicative Cost - \$1,000**

**Commemorative trees without plaques**

A tree, native or exotic, consistent with Council's Masterplan and planting guide for any of the Borough of Queenscliffe's parks or gardens and placed in a grassed location, intended as a private memorial for individuals or families. Council will maintain the tree. If due to unforeseen circumstances the tree must be removed (e.g. it dies, or due to changes to the site) it will be replaced at Council's expense in a mutually agreed location.

**Category 2 - Indicative Cost - \$1,500**

**Commemorative trees with plaques**

This category is reserved for commemoration of dignitaries, civic and historic occasions. Tree as above, small commemorative metal plaque to be set at base of tree.

**Category 3 - Indicative Cost - \$1,300**

**Metal plaques**

To signify or commemorate an historic or civic occasion, or to provide interpretative material relevant to a nearby building, artwork, or feature. Such plaques are not suitable as private memorials for individuals or families. Three types of plaques are available:

- Small or Large square plaque: to provide general interpretative or historical information
- Round plaque: to provide information about a new Borough of Queenscliffe artwork

Plaques to be installed flush with paving surfaces in parks or street or flat on wall surface.

**Category 4**

**(a) Personalised memorial plaque on existing seat or bench - Indicative Cost - \$1,300**

A small commemorative metal plaque for groups or individuals, to be attached to street pavement or existing park furniture (existing location).

**(b) Personalised memorial plaque on new seat or bench - Indicative Cost - \$2,500**

A new park bench including a small commemorative metal plaque for groups or individuals.

**Category 5 - Indicative Cost - \$1,500**

**Bluestone paver**

These plaques commemorate an historical event or recognise the contribution of a group or person related to a site but not an existing building on a site. The plaques are hard-wearing, match the quality of work and material evident throughout the Borough of Queenscliffe whilst keeping footpaths uncluttered.

**Category 6 - Indicative Cost - \$1000**

**Blue and white enamel Oval plaque.**

These plaques provide specific historical information relevant to a heritage building and will only be installed on heritage buildings.

**Category 7 Cost – To be determined**

**Ornamental feature, horticultural feature or fountains, sculptural memorials**

Council is open to discussion regarding unique and substantial memorials. A written proposal should be made to Council which outlines the desired outcome and budget available. Council will respond to such proposals individually and refer them to the appropriate staff to action.

Any non-standard items may need to be referred to Council for their consideration and/or approval. Costs are indicative only and are subject to variation.



## **Appendix 3e**


### **15.3 Review of Council Policies**

*CP045 Child Safety Statement*

# **Ordinary Meeting of Council**

Wednesday 17 February 2021 at 7:000pm

Via videoconference (Zoom)

<b>Child Safety Statement</b>	<b>Adopted By Council:</b>	24/05/2018	
	<b>Date/s Revised:</b>		
	<b>Next Review Date:</b>	01/2024	
	<b>Document No:</b>	CP045	
	<b>Directorate:</b>	Organisational Performance and Community Services	
	<b>Responsible Officer:</b>	Community Services Coordinator	

## CONTEXT

In response to the Betrayal of Trust Inquiry (Parliamentary Inquiry into the Handling of Child Abuse by Religious and Other Non-Government Organisations), the Victorian Government has introduced compulsory minimum standards for organisations that provide services for children to help protect children from abuse.

## PURPOSE

The purpose of this statement is to affirm the Borough of Queenscliffe's commitment to child safety in the delivery of Council services and activities.

## DEFINITIONS

<b>Child</b>	means a person under the age of 18 years
<b>Child abuse</b>	means sexual abuse (including grooming, with the intent to sexually harm a child), physical abuse or violence, psychological or emotional abuse and neglect

## STATEMENT

The Borough of Queenscliffe is committed to the management of child safety in providing Council services and conducting its activities. This commitment includes:

- having a zero tolerance for child abuse
- ensuring Council actively work to listen to and empower children
- ensuring that systems are in place to identify risks and protect children from abuse, and that all allegations and concerns are taken seriously and responded to expeditiously and in a consistent manner
- ensuring that we foster a culture and environment of openness which encourages and supports children and adults to safely disclose risks or incidents of harm or abuse in the knowledge their concerns will be taken seriously, investigated and responded to appropriately
- ensuring Council promote the cultural safety for Aboriginal children and children from culturally and/or linguistically diverse backgrounds and provide a safe environment for children with a disability

- ensuring that screening procedures and recruitment practices are in place for all staff, volunteers and contractors, including, but not limited to, working with children and police checks
- Acknowledging that training and education is important to ensure that everyone in our organisation understands that child safety is everyone's responsibility.

## **CONTINUOUS IMPROVEMENT**

This statement will be reviewed on a continuous basis, but as a minimum every three years from the date of adoption.

## **OTHER REFERENCES**

*Child Wellbeing and Safety Amendment (Child Safe Standards) Act 2015*

<https://ccyp.vic.gov.au/child-safety/being-a-child-safe-organisation/the-child-safe-standards/>

END