

# MINUTES

## ORDINARY MEETING OF COUNCIL

Tuesday, 18 August 2015

To be held Robinvale Community  
Centre  
Commencing at 2:00 PM

**COUNCIL:**

Cr CM Adamson – Mayor

Cr JN Katis

Cr GW Norton

Cr GI Cruickshank

Cr JA Kiley

Cr LT McPhee

Cr JB Crowe

Confirmed 22 September 2015

Chairperson.....

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## **SECTION A – PROCEDURAL MATTERS**

- **Open**

Mayor, Cr Michael Adamson assumed the chair and declared the meeting open at 2pm.

- **Acknowledgement of Country**

Mayor, Cr Michael Adamson read the Acknowledgement of Country.

- **Prayer**

Cr Gary Norton read the prayer.

- **Apologies**

John Katis

- **Confirmation of Minutes**

- 1) Ordinary Meeting held on 21 July 2015

### **17/15 Motion**

**MOVED Cr Norton**

**That the minutes be confirmed.**

**SECONDED Cr Crowe**

**The Motion was put and CARRIED**

- **Declarations of Conflict of Interest**

Nil

- **Receptions and Reading of Petitions, Memorials, Joint Letters and Deputations**

Nil

- **Public Question Time**

Nil

## **SECTION B – REPORTS**

### **B.15.57 SWAN HILL INCORPORATED STRATEGIC PLAN AND ANNUAL MARKETING PLAN AND BUDGET**

**Responsible Officer:** Director Infrastructure  
**File Number:** S12-24-04 and S12-24-05  
**Attachments:**  
1 Swan Hill Inc Annual Mktg Plan 2015-16  
2 Swan Hill Inc Strategic Plan 2014-2019

#### **Declarations of Interest:**

David Leahy - as the responsible officer, I declare that I have no disclosable interests in this matter.

#### **Summary**

As per the agreement between Swan Hill Incorporated and the Swan Hill Rural City Council, in order for Swan Hill Incorporated to receive the funds collected through the Special Rate for its marketing programs, Council must first approve Swan Hill Incorporated's Strategic Plan and Annual Marketing Plan and Budget. The Strategic Plan and Annual Marketing Plan and Budget for 2015/2016 financial year are now available for Council approval.

#### **Discussion**

In February 2014 Council declared a Special Rate for the Swan Hill region on commercial, industrial and tourism business properties for a period of five years commencing 1 July 2014.

An agreement between Council and Swan Hill Incorporated was formulated for the administration of the Special Rate collected to market the Swan Hill region. Under this agreement Swan Hill Incorporated is required to annually review its Strategic Plan and prepare a Marketing Plan and Budget to be approved by Council each year.

The Strategic Plan and Annual Marketing Plan and Budget must be produced in consultation with and receive input from the payers of the Special Rate. Once the Annual Marketing Plan and Budget is approved, the funds are forwarded to Swan Hill Incorporated based on an annual schedule of payments and are expended according to the plan.

After consulting with its members Swan Hill Incorporated has confirmed its Strategic Plan, developed its Annual Marketing Plan and Budget and is seeking Council's approval for both the attached documents.

*Strategic Plan 2014 - 2019*



**SECTION B - REPORTS**

18 August 2015

The Strategic Plan runs for the period of 2014-2019 and was initially presented and approved by Council in October 2014. The Strategic Plan includes the Purpose and Vision which are:

Purpose: "To market and promote the Swan Hill Region."

Vision: "To be the relevant organisation supporting business in the marketing and promotion of our region."

By updating and refining their strategies and goals Swan Hill Incorporated has been able to produce a document that is both concise and clear, providing them with a strong, achievable vision over the life of the special rate.

The Plan outlines four concise and targeted key strategies to achieve the vision:

Strategy 1: Visitation to the Region

Strategy 2: Shopping in the Region

Strategy 3: Advocacy

Strategy 4: Business Support

To fulfil the commitments outlined in the Strategic Plan, Swan Hill Incorporated has developed an Annual Marketing Plan and Budget with a comprehensive set of priorities and actions for the organisation over the next 12 months. Key activities to be undertaken this year are clearly outlined in the document:

Swan Hill Incorporated's 2015/16 budget commences with a carried forward figure of \$77,305 from projects still being carried out from the 2014/15 budget. Under the current payment schedule Swan Hill Incorporated receives its fourth and final payment at the end of the financial year in order for Council's Rates Department to determine the correct final figure. Hence there is always a carried forward figure of some sort.

Swan Hill Incorporated has met its responsibilities under the agreement and has produced long term plans which clearly communicate to the business community and Council the marketing activities to be undertaken to improve the prosperity of the region. Swan Hill Incorporated's Chair and Project Officer have previously briefed Council on the contents of the plan.

**Consultation**

Swan Hill Incorporated has consulted with their members and has been provided the opportunity for input into future expenditure programs to ensure all those liable to pay the Special Rate receive a benefit from the marketing plan activities.

**Financial Implications**

There are no financial implications for Council as the activities outlined in the plan are funded through the Special Rate.

### **Social Implications**

It is anticipated that the successful implementation of the Strategic Plan and Marketing Plan will result in increased visitation and relocation to the region.

### **Economic Implications**

It is anticipated that the activities to be carried out under the Strategic Plan and Marketing Plan will contribute to our local economy by increasing visitor numbers, employment, residents, investors and businesses to the region.

### **Environmental Implications**

Nil

### **Risk Management Implications**

Nil

### **Council Plan Strategy Addressed**

***Economic Growth*** - Strong partnerships with the business community, government and regional bodies.

### **Options**

Council can choose to approve the strategic plan and annual marketing plan and budget or not. By not approving the annual marketing plan and budget Council will put into jeopardy the ability for Swan Hill Incorporated to deliver the outcomes sought by adopting the Special Rate.

### **Recommendations**

**That Council:**

- 1. Approve the reviewed Swan Hill Incorporated Strategic Plan 2014-2019.**
- 2. Approve the Swan Hill Incorporated Annual Marketing Plan and Budget for 2015/2016.**

**18/15 Motion**

**MOVED Cr McPhee**

**That Council:**

- 1. Approve the reviewed Swan Hill Incorporated Strategic Plan 2014-2019.**
- 2. Approve the Swan Hill Incorporated Annual Marketing Plan and Budget for 2015/2016.**

**SECONDED Cr Kiley**

**The Motion was put and CARRIED**



Introduction

Swan Hill Incorporated has developed this annual marketing plan and budget to deliver a comprehensive set of priorities and actions for the organisation over the next 12 months. The function of the marketing plan is to deliver outcomes from the strategies documented in the strategic plan. It includes a tactical plan outlining the key initiatives, activities and timings.

Key Partners

Swan Hill Rural City Council

Swan Hill Incorporated will work directly and collaboratively with the Swan Hill Rural City Council to ensure the success of the plan.

Business Community

Swan Hill Incorporated will represent the best interests of its members by providing leadership to, and engaging with, the business community through strong communication.

Regional, State and Federal Tourism, Development and Government Organisations

Swan Hill Incorporated will work collaboratively with State and Federal Government and relevant industry organisations including the Murray Regional Tourism Board, Tourism Victoria, Regional Development Victoria, Destination New South Wales and Regional Development Australia. Each of these agencies will provide Swan Hill Incorporated with a range of opportunities not the least of which will be for additional funding for projects or events.

The Community

Swan Hill Incorporated will engage with the local community to promote the benefits of supporting local businesses and championing their own region.

(Cover) Lake Boga

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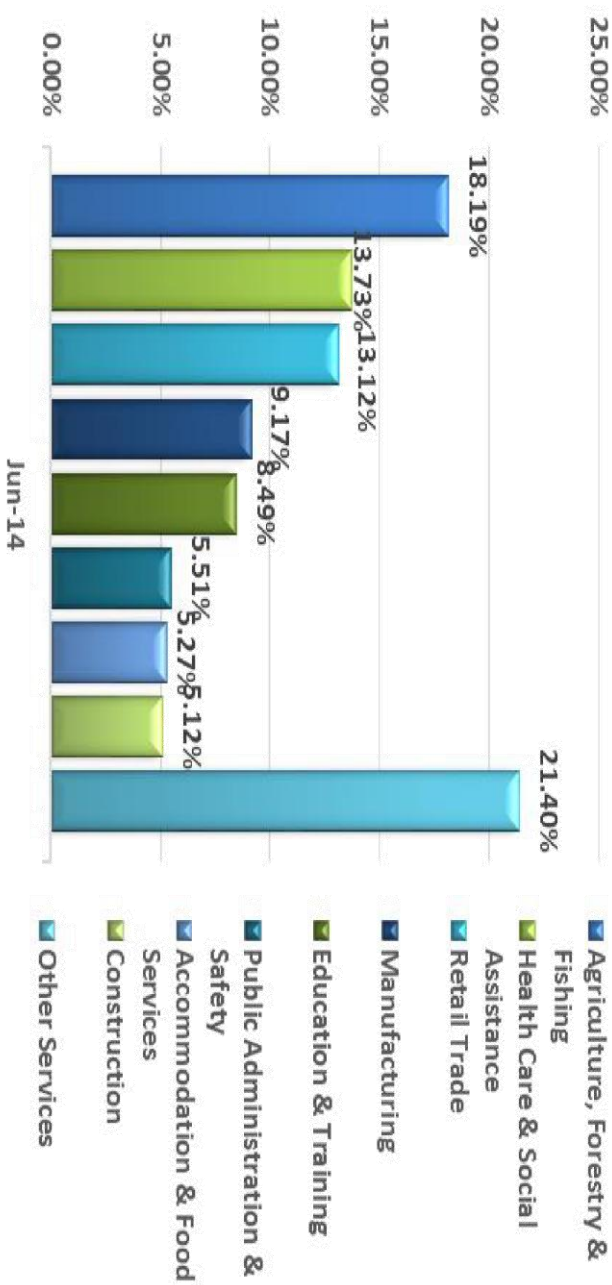


## Situation Analysis - A Snapshot of Swan Hill

### Employment

It is estimated that 7,927 people work in Swan Hill. Swan Hill represents 7.43 % of the 106,635 people working in Loddon Mallee Region, 0.33 % of the 2,421,985 people working in Victoria and 0.08 % of the 9,824,444 people working in Australia.<sup>1</sup>

#### Employment by Industry in the Swan Hill Region<sup>1</sup>



<sup>1</sup>REMPLAN – Economic Modelling and Analysis Software 2014

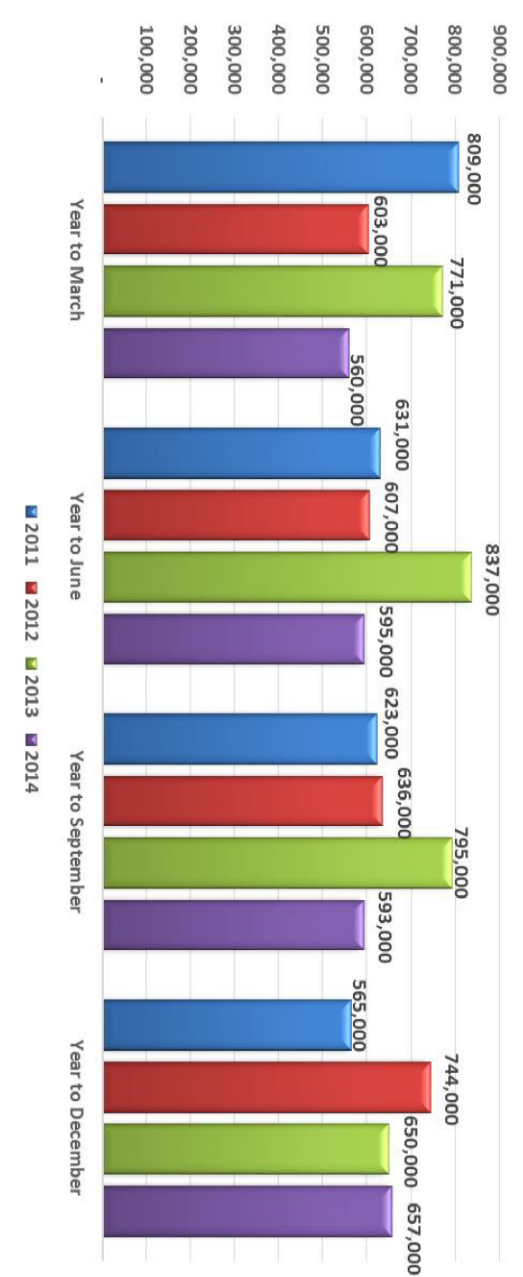
## Situation Analysis - A Snapshot of Swan Hill

### Visitation to our region

The tourism industry represents 4.17% of the total output (gross revenue) in our region, this has increased from 3.6% in January 2011. The industry itself turned over \$87.67M for the year to June 2014<sup>2</sup>.

A slight increase in visitation has been experienced for our region for the December 2014 period, whilst there has been a decrease for the periods March, June and September 2014 year end periods due to a decline in day visitors to the region.

### Total Visitors to the Swan Hill Regions



<sup>2</sup>National Visitor Survey, Tourism Australia

# Situation Analysis - A Snapshot of Swan Hill

## Source of visitation

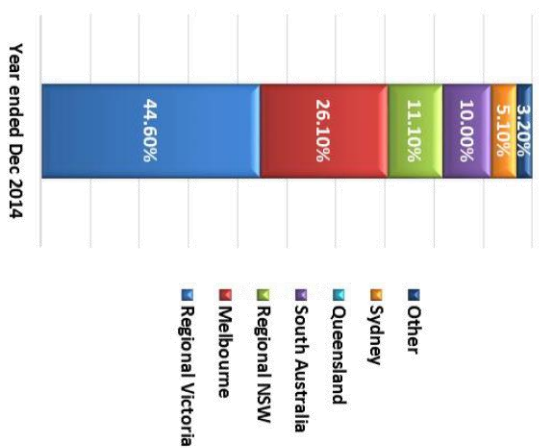
The priority domestic source markets are Melbourne, Regional Victoria, Regional New South Wales and South Australia<sup>3</sup>. For the year ended to December 2014 this was represented as shown in the chart to the right.

## Target Markets

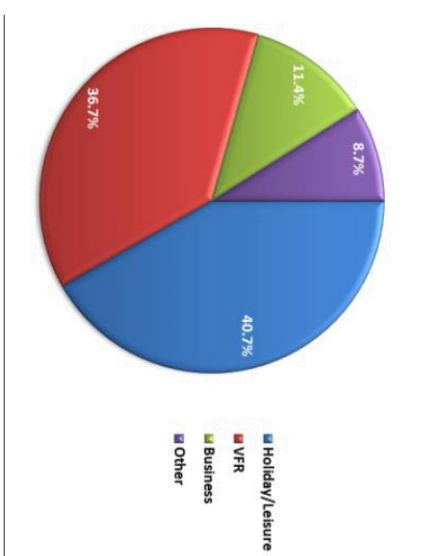
Most visitors to the region do so for holiday/leisure purposes representing 40.70% of all visitors. Visiting Friends and Relatives are the next biggest market at 36.7 % then the Business market which represents 11.4 %<sup>3</sup>.

The age group 65 years + represent the most visitors to our region (23.9%)<sup>3</sup>, followed by the age group 55 to 64 years (22.5%) and 45 to 54 years (16.3%).

## Domestic Overnight Travel to Swan Hill



## Visitation by Target Market <sup>3</sup>



<sup>3</sup>National Visitor Survey, Tourism Australia



## Situation Analysis - A Snapshot of Swan Hill

### SWOT Analysis

#### STRENGTHS

- Climate
- Murray River location
- Family focus/lifestyle
- Pioneer Settlement
- Heritage and History
- Food and Wine
- Strong Agricultural industry sector
- Positive outlooks and viewed growth potential
- Strong redevelopment (CBD, Chisholm Reserve and Pioneer Settlement)
- Championship golf course.
- Harness Racing
- Horse Racing

#### WEAKNESSES

- Distance from Melbourne and other regional centres
- Lack of developed product
- Skills shortages
- Ageing infrastructure (buildings, river precinct, bridge, lack of natural gas)
- Our ability to service the visitor 7 days a week
- Lack of secondary industries

#### OPPORTUNITIES

- Industry development/emerging products
- Event development
- Development of river precinct
- Harness innovative business people, enthusiasm and can-do attitudes where they exist
- Online presence in the retail sector
- Strong redevelopment (CBD, Chisholm Reserve and Pioneer Settlement)
- Online presence

#### THREATS

- Business disruption due to natural disasters
- Fragmentation – lack of industry support
- Uncontrollable external economic impacts
- Threat to retail from the development of global online presence



### **Our Brand - Key Message**

"Swan Hill region – Heart of the Murray" will continue as the key theme, brand, as it provides the region with both a location identifier and a sense of "community and livedability".



## Strategy One - Visitation to the Region

Increase visitation by specifically marketing the Swan Hill region as a place to visit and enjoy.



| Initiative  | Action   | Timing/KPI  | Budget                               | Committee                                   |
|---|--|---|--------------------------------------|---|
| Manage the Swan Hill Region Brand   | Ensure the brand is represented consistently in all communications including message, logo and visual elements.<br><br>Replace and update branded items where necessary.   | Ongoing<br><br>Oct 2015                                   | Nil<br><br>\$3 000                   | Marketing<br><br>Marketing                  |
| Establish a strong research base for all activities                                 | Develop and implement a quarterly survey to establish reliable visitation data for the Swan Hill Regions<br><br>Develop and implement a bi-annual visitor's survey to establish reliable data for the Swan Hill Region.  | Oct 2015, Jan 2016, April 2016, July 2016<br><br>Oct 2015 | Nil<br><br>Nil                       | Marketing<br><br>Marketing                  |
|   | Develop and implement a quarterly report for members that provides data on visitation to the region including length of stay and visitor nights.   | Aug 15, Nov 15, March 16                                  | Nil                                  | Board                                       |
| Develop a targeted marketing campaign designed to increase visitation to the region | Develop and implement a targeted Annual Marketing Plan that incorporates various media and marketing platforms relevant to our target market, to increase visitation to Swan Hill and smaller towns in the region.<br><br>Design, print and distribute the 2016 Swan Hill Official Visitors Guide.<br><br>Design a marketing prospectus to encourage operator buy in to various marketing initiatives undertaken by Swan Hill Inc. e.g. OVG, Phone App, Packages, Website Listing etc. | July 2015 – June 2016<br><br>Feb 2016<br><br>Ongoing      | \$142 744<br><br>\$45,000<br><br>Nil | Marketing<br><br>Marketing<br><br>Marketing |
| Develop strategic alliances with key tourism industry organisations                 | Work closely with Murray Regional Tourism (MRT) and Tourism Victoria to leverage marketing opportunities for the region.   | July 2015 – June 2016                                     | \$37 300                             | Marketing                                   |

## Strategy One - Visitation to the Region

Increase visitation by specifically marketing the Swan Hill region as a place to visit and enjoy.



|   |   |               |          |                                    |
|---|---|---------------|----------|------------------------------------|
| Improve our digital presence  | In partnership with MRT's Digital Platform project, implement a new website that provides the user with an interactive, easy-to-use resource and enables operators to be represented. | February 2015 | \$12 350 | Marketing                          |
| Encourage and support the development and linking of regional festivals and events. | Organise, develop and expand the Swan Hill Region Food & Wine Festival with a focus on encouraging dispersal of visitors throughout the region.                                       | March 2015    | \$60 000 | Marketing & Festival Sub-Committee |
|   | Support the Pioneer Settlement 'Heartbeat of the Murray' project.   | TBD           | \$10,000 | Board                              |
|   | Support regional events and programs that encourage visitation to the region.   | Ongoing       | \$18 170 | Board                              |

## Strategy Two - Shopping in the Region

Promote the Swan Hill region as a place to shop.



Campbell St Christmas Tree 2013

| Initiative  | Action  | Timing/KPI    | Budget   | Committee |
|---|---|---------------|----------|-----------|
| Promote and educate the importance of shopping locally  | Design and implement a Buy Local Initiative.  | August 2015   | \$24 500 | Traders   |
|   | Participate in the Ace Radio Local Loop Promotion.  | August 2015   | \$2,000  | Traders   |
| Develop a targeted annual calendar of promotions to strengthen trade within the Swan Hill Region. | Conduct specific shopping promotions including Market Day, Christmas Stocking Promotion and other promotion(s) throughout the year. | Ongoing       | \$41 525 | Traders   |
|   | Decorate the CBD with Christmas decorations.  | December 2014 | \$12 000 | Traders   |
| Establish a strong research base for all activities   | Report on research collected for all promotional activities.  | Ongoing       | Nil      | Traders   |



### Strategy Three - Advocacy

Engage with and advocate on behalf of members.

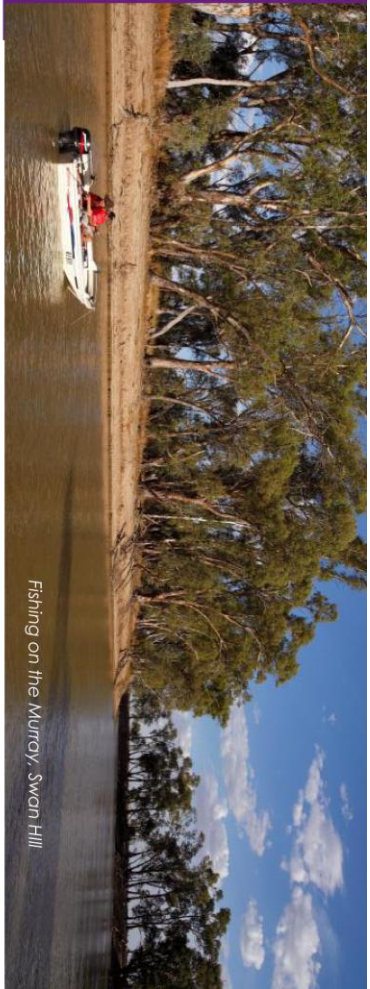


Big Dove Night 2013

| Initiative   | Action   | Timing/KPI                                  | Budget  | Committee |
|--|--|---|---------|-----------|
| Establish and maintain a leadership role by engaging with local businesses | Develop and implement a communication plan that ensures regular, effective communication with members and stakeholders using preferred methods of communication such as newspapers, social media, e-mails, telephone calls, visits, digital etc. | Ongoing                                     | \$2 400 | Board     |
|  | Engage with government agencies and relevant organisations to advocate on behalf of members and the region   | As needed                                   | Nil     | Advocacy  |
|  | Schedule two networking forums for the year providing members with the opportunity to attend, raise issues and network with other members.   | July 2015 & Feb 2016                        | \$3 200 | Advocacy  |
|  | Implement a Business Visit program to ensure engagement with members regularly on a one on one basis.  | Ongoing                                     | Nil     | Board     |
| Develop a strong and mutually supportive relationship with Council         | Conduct three (3) reviews annually with Councilors to provide updates on key achievements aligned with the Annual Marketing Plan.  | September 2015<br>February 2016<br>May 2016 | Nil     | Board     |
|  | Continue to hold monthly briefings with the Council CEO and senior staff to raise issues and share information.  | Monthly                                     | Nil     | Board     |

### Strategy Four - Business Support

Provide support and direction to members and encourage the provision of quality service.



| Initiative   | Action  | Timing/KPI            | Budget   | Committee        |
|--|---|-----------------------|----------|------------------|
| Provide members with opportunities to grow their business through educational and motivational events. | Host Business Support Forums which include motivational speakers / educational and networking events designed to appeal to members. | Nov 2015 & April 2016 | \$24 000 | Business Support |
| Promote careers in local industries to youth in the region.  | Support programs initiated by MMLEN to assist youth in the community.   | Ongoing               | \$3 000  | Business Support |

# Swan Hill Annual Budget 2015 / 2016

| Swan Hill Inc Income               | Budget         |
|------------------------------------|----------------|
| Carried Forward from 15/15         | 77,305         |
| Bank Interest                      | 2,500          |
| Market Day                         | 1,110          |
| Voluntary membership               | 7,300          |
| Special Rate                       | 353,304        |
| Official Visitor Guide 2016        | 20,000         |
| Buy Local Sale of Booklet          | 16,500         |
| Food & Wine Festival               | 50,000         |
| <b>Total Swan Hill Inc Income:</b> | <b>528,019</b> |



# Swan Hill Annual Budget 2015 / 2016

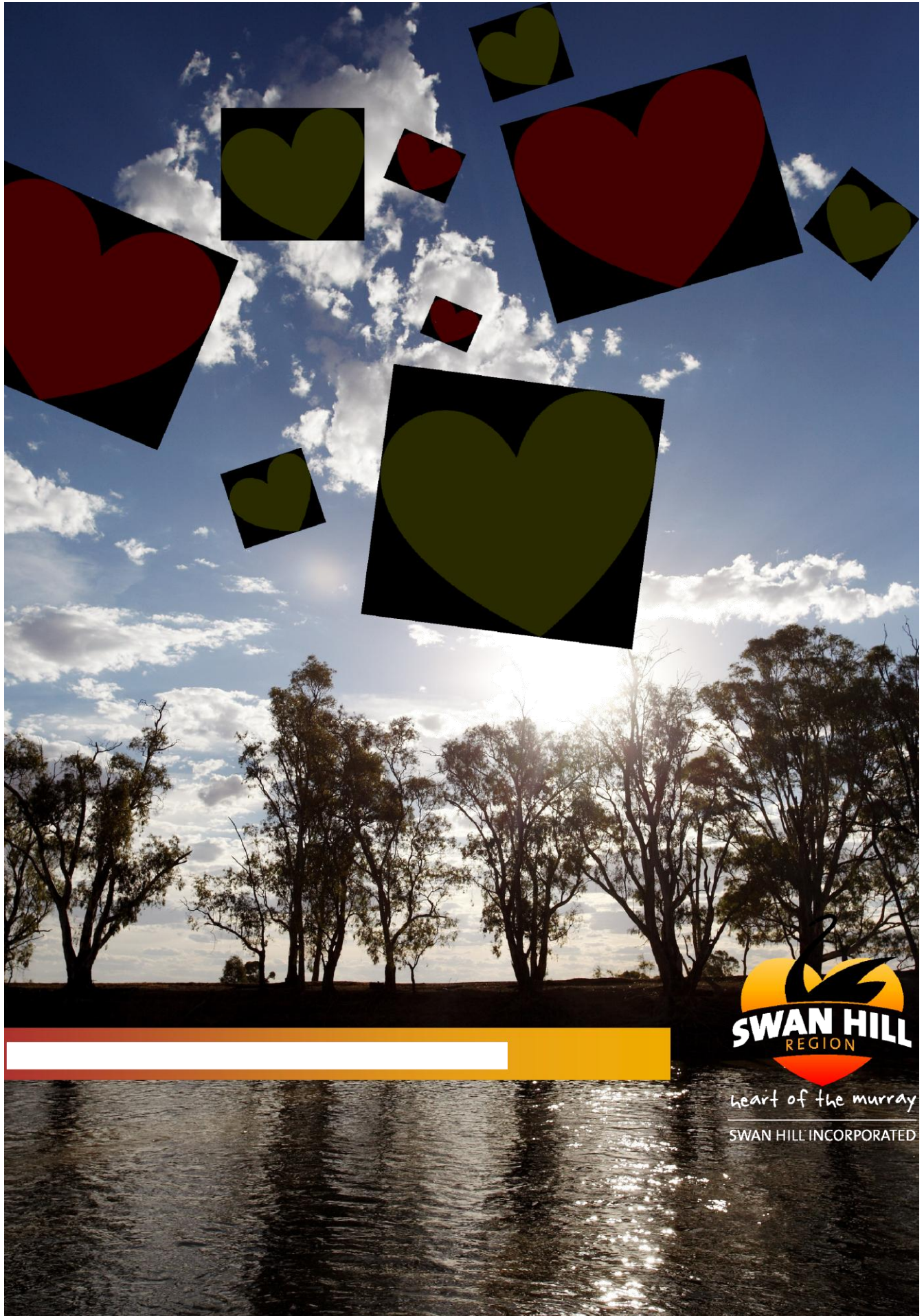
| Administration                          | Budget        |
|---|---------------|
| Audit Fees                              | 2,200         |
| Bank Charges                            | 70            |
| Incorporation Fees                      | 120           |
| Insurance Fees                          | 3,100         |
| Other Office Expenses                   | 1,200         |
| Payroll Expenses                        | 60,000        |
| Postage                                 | 550           |
| Printing                                | 1,300         |
| Reckon Financial Software - Annual cost | 350           |
| Staff Training                          | 2,040         |
| Stationery                              | 800           |
| Super Annuation Payment                 | 5,700         |
| Telephone/Mobile cost                   | 2,700         |
| VVIC Membership                         | 700           |
| Wages Temp                              | 4,500         |
| <b>Total:</b>                           | <b>85,330</b> |

# Swan Hill Annual Budget 2015 / 2016

| Business Support & Advocacy                      | Budget         |
|--|----------------|
| Business Forums                                  | 17,000         |
| Business Advocacy Forums                         | 3,200          |
| Guardian Column                                  | 2,400          |
| Unallocated                                      | 10,000         |
| <b>Total:</b>                                    | <b>32,600</b>  |
| <b>Marketing</b>                                 | <b>Budget</b>  |
| Digital Platform Development                     | 6,850          |
| General Marketing/Branding Expenses              | 3,000          |
| Heart Card                                       | 500            |
| iPhone App                                       | 2,000          |
| Media Famils                                     | 300            |
| Murray Regional Tourism Board - PR Participation | 3,300          |
| Murray Regional Tourism Board - Campaigns        | 34,000         |
| Official Visitor Guide                           | 40,000         |
| SH Food & Wine Festival                          | 60,000         |
| Targeted Mainstream Marketing Campaign           | 90,410         |
| Unallocated                                      | 50,034         |
| Visitors Guide Distribution                      | 5,000          |
| Website  | 5,000          |
| <b>Total:</b>                                    | <b>300,394</b> |

# Swan Hill Annual Budget 2015 / 2016

| Promotions  | Budget         |
|---|----------------|
| Easter Regatta  | 500            |
| Fairfax Festival - YES Fest                           | 1,500          |
| Heartbeat of the Murray                               | 10,000         |
| June Carnival Posters                                 | 100            |
| Lake Boga Brochure                                    | 700            |
| Swan Hill Motorcycle Club Sponsorship                 | 1,820          |
| SH Bowls Brochure                                     | 300            |
| Swan Hill Bowls - Bowls Victoria Women's Region Sides | 1,750          |
| Swan Hill Show  | 1,500          |
| Unallocated   | 10,000         |
| <b>Total:</b>   | <b>28,170</b>  |
| <b>Traders</b>  | <b>Budget</b>  |
| SSH Local Loop Promotion                              | 2,000          |
| Administration/Meeting Costs                          | 1,500          |
| Buy Local Initiative Coupon Book                      | 16,500         |
| Buy Local Initiative Prize Money                      | 8,000          |
| Christmas Decorations                                 | 12,000         |
| Christmas Promotions                                  | 20,000         |
| Market Day  | 15,000         |
| Unallocated   | 6,525          |
| <b>Total:</b>   | <b>81,525</b>  |
| <b>Total Swan Hill Inc Expenses:</b>                  | <b>528,019</b> |







Lake Boga

**Our Purpose:** To market and promote the Swan Hill Region.

**Our Vision:** To be the relevant organisation supporting business in the marketing and promotion of our region.

### Background

Swan Hill Incorporated is responsible for developing a coordinated strategic plan and marketing strategy funded by a Special Marketing Rate which, after extensive consultation with the business community, will apply from 1 July 2014 for a period of five years. Swan Hill Incorporated also has the ability to raise additional funds to support the achievement of these strategic directions.

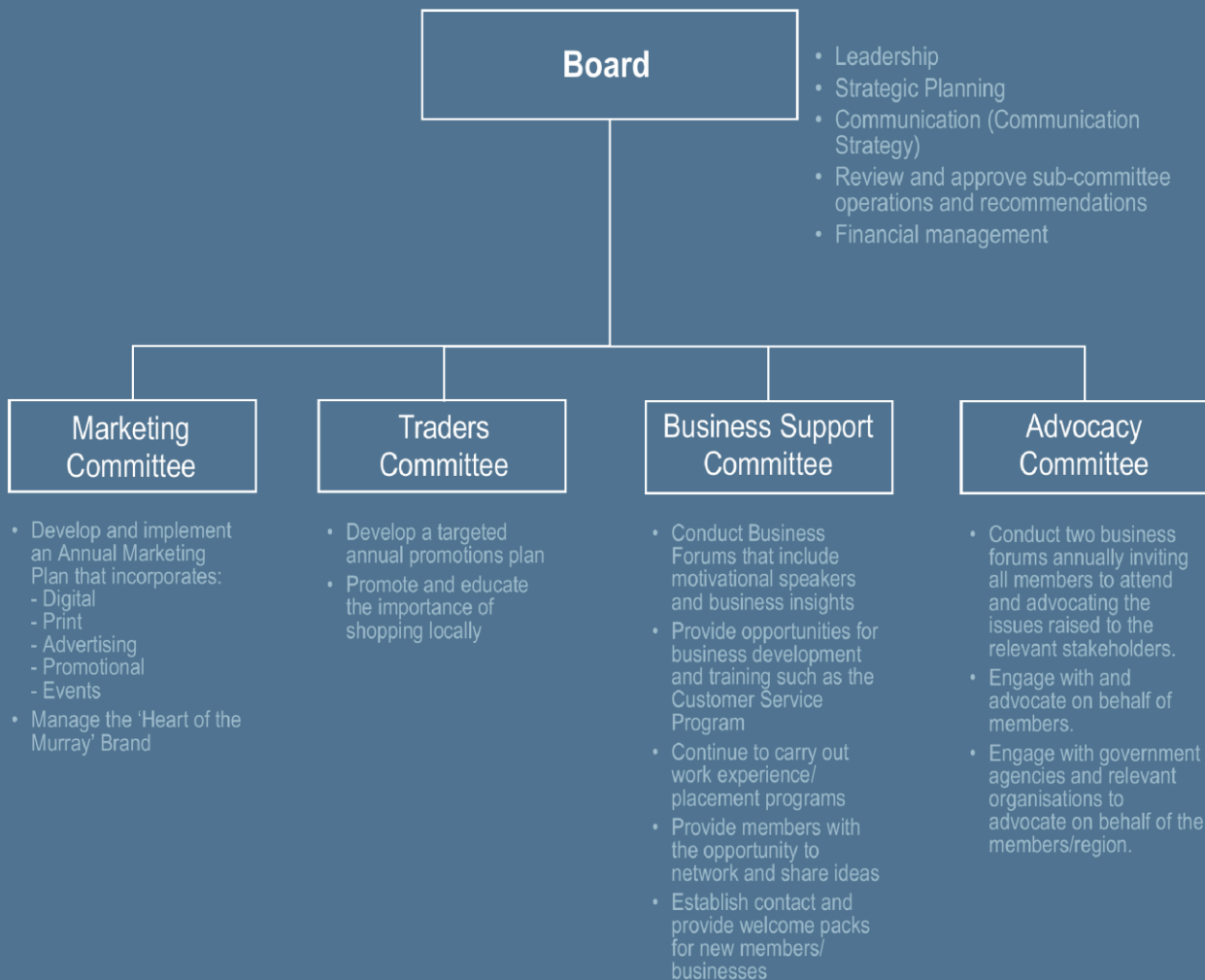
During the recent renewal period of the Special Rate, Swan Hill Incorporated representatives made contact with many members. This process was enlightening and we were able to receive valuable feedback from our members in regards to our structure, objectives and how we communicate.

This has led to a new focus to ensure that we engage with and advocate on behalf of our members. Our new structure reflects this. We will clearly communicate regularly with our members about issues, projects and information that keeps them informed and assists them in running their business more effectively. We will also establish contact with our members via business visits and/or phone calls over the next twelve months to hear feedback and discuss Swan Hill Incorporated initiatives.

Since the declaration of the Special Rate back in 2002, Swan Hill Incorporated has matured and evolved and as a result a new structure has been developed that we believe will take the organisation to the next level. It will encourage involvement from members in a way that is more convenient to them and will provide our members with further support that includes regular forums, networking and knowledge sharing to help grow our business community.

Our committees have been re-aligned to be more functional than industry focused with the exception of the Traders Committee (previously known as the Retail Committee). This Committee will continue its important role of promoting the importance of 'shopping locally'. The new structure will enable members with specific expertise and skills to be seconded to projects that they can have input into. We believe this is more aligned to supporting our members in an open and engaging way and has a strong focus towards the purpose of Swan Hill Inc, to market and promote the Swan Hill region.

## Organisational Structure & Roles



## Key Partners

### Swan Hill Rural City Council

Swan Hill Incorporated will work directly and collaboratively with the Swan Hill Rural City Council to ensure the success of the plan.

### Business Community

Swan Hill Incorporated will represent the best interests of its members by providing leadership to, and engaging with, the business community through strong communication.

### Regional, State and Federal Tourism, Development and Government Organisations

Swan Hill Incorporated will work collaboratively with State and Federal Government and relevant industry organisations including the Murray Regional Tourism Board, Tourism Victoria, Regional Development Victoria,

Destination New South Wales and Regional Development Australia. Each of these agencies will provide Swan Hill Incorporated with a range of opportunities not the least of which will be for additional funding for projects or events.

### The Community

Swan Hill Incorporated will engage with the local community to promote the benefits of supporting local businesses and championing their own region.

## Situation Analysis - A Snapshot of the Swan Hill Region

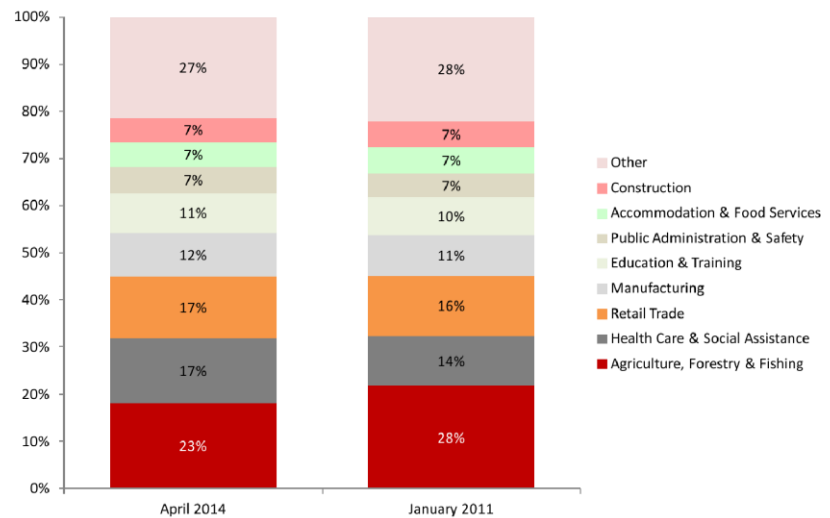
### Employment

Since January 2011, overall employment in the region has remained fairly steady.

The Retail sector has held its share of the employment market which is positive considering the challenges this industry faces<sup>1</sup>.

An increase in the availability of jobs can be seen in the Health Care & Social Assistance sector which is consistent with the trend across Victoria and attributable to the ageing population<sup>1</sup>.

### Employment by Industry in the Swan Hill Region<sup>1</sup>



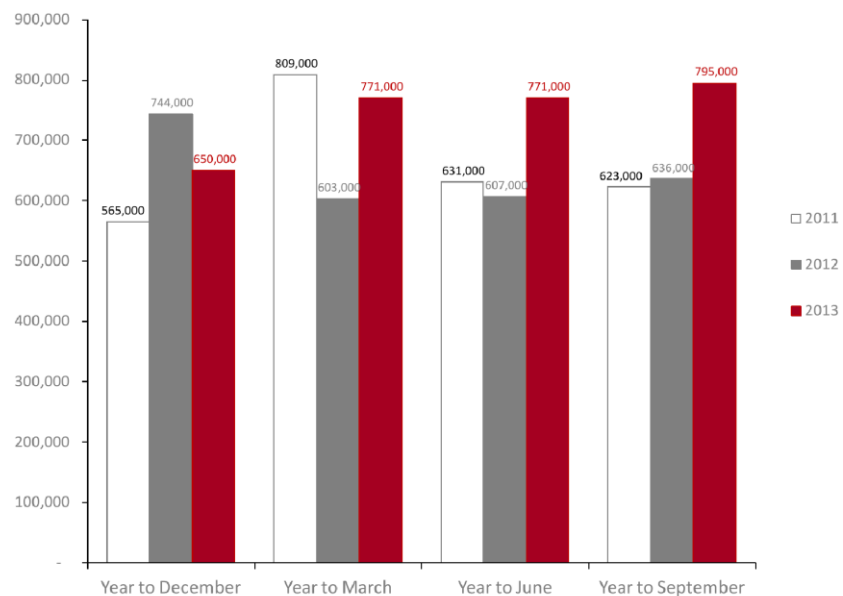
### Visitation to our region

The tourism industry represents 4.2% of the total output (gross revenue) in our region, this has increased from 3.6% in January 2011. The industry itself turned over \$86.647M for the year to April 2014<sup>2</sup>.

Solid increases in visitation have been experienced for our region for the March, June and September 2013 year end periods. We have experienced a slight decline in the December 2013 year end period of 2.6%<sup>2</sup>.

Overall we have seen an increase in total visitors to the region of almost 17% since 2011<sup>2</sup>.

### Total Visitors to the Swan Hill Region



<sup>1</sup>REMPLAN – Economic Modelling and Analysis Software 2014

<sup>2</sup>National Visitor Survey, Tourism Australia

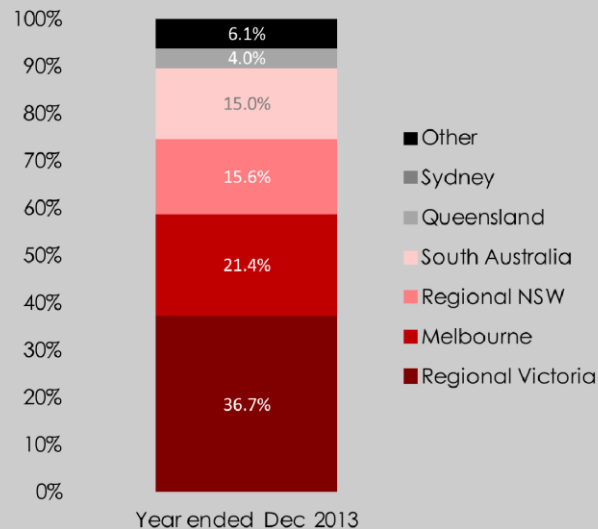
**Source of visitation**

The priority domestic source markets are Melbourne, Regional Victoria, Regional New South Wales and South Australia<sup>3</sup>. For the year ended to December 2013 this was represented as shown in the chart below.

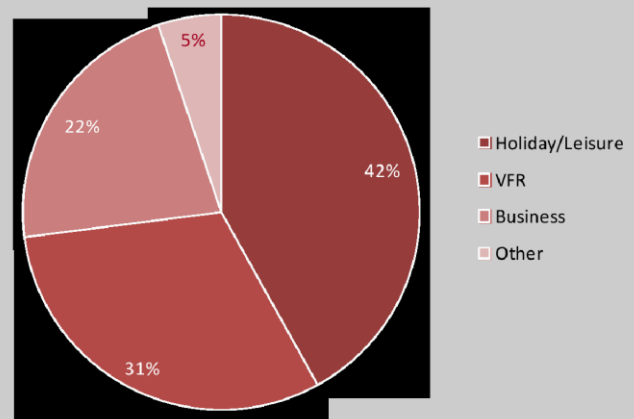
**Target Markets**

Most visitors to the region do so for holiday/leisure purposes representing 42.2% of all visitors. Visiting Friends and Relatives are the next biggest market at 31.8% then the Business market which represents 22%<sup>3</sup>. 35-44 year olds or 'Midlifers' represent the most visitors to our region (23.9%)<sup>3</sup>, this

demographic has taken over from older visitors between 55-64 years at (20.8%)<sup>3</sup>. Although the data is currently not available on 65+, we expect that this market would make up most of the rest given the increase of retirees we experience travelling through our Information Centre.

**Domestic Overnight Travel to Swan Hill - Origin<sup>3</sup>****Visitation by Type<sup>3</sup>**

Year ended December 2013

**SWOT Analysis:**

A recent workshop with the Swan Hill Incorporated Board identified the following key strengths, weaknesses, opportunities and threats.

**STRENGTHS**

- Climate
- Murray River location
- Family focus/lifestyle
- Pioneer Settlement
- Heritage and History
- Food and Wine
- Strong Agricultural industry sector
- Positive outlooks and viewed growth potential
- Strong redevelopment (CBD, race track, Chisholm Reserve and Pioneer Settlement)
- Championship golf course
- Harness Racing & Horse Racing

**WEAKNESSES**

- Distance from Melbourne and other regional centres
- Lack of developed product
- Skills shortages
- Ageing infrastructure (buildings, river precinct, bridge, lack of natural gas)
- Our ability to service the visitor 7 days a week
- Lack of secondary industries

**OPPORTUNITIES**

- Industry development/emerging products
- Event development
- Development of river precinct
- Harness innovative business people, enthusiasm and can-do attitudes where they exist
- Online presence in the retail sector
- Strong redevelopment (CBD, Chisholm Reserve and Pioneer Settlement)
- Online presence

**THREATS**

- Business disruption due to natural disasters
- Fragmentation – lack of industry support
- Uncontrollable external economic impacts
- Threat to retail from the development of global online presence



## Strategy One - Visitation to the Region

Increase visitation by specifically marketing the Swan Hill region as a place to visit and enjoy.

### Key Initiatives

- Manage the Swan Hill Region Brand.
- Establish a strong research base for all activities.
- Develop a targeted Annual Marketing Plan.
- Develop strategic alliances with key tourism industry organisations.
- Improve our digital presence.
- Develop a strategy to assist in the dispersal of visitors to the smaller towns in the region.
- Develop targeted advertising campaigns designed to encourage operator buy in.
- Encourage and support the development and linking of regional festivals and events.

### Priority Actions

- Develop and implement a targeted Annual Marketing Plan that incorporates digital, print, advertising, promotional and events strategies and projects.
- Conduct a review of the Swan Hill Region brand to ensure it is relevant to the visitor and to our members.
- Develop and implement a monthly reporting system for the Board and Committees that includes visitation to the region, website hits and activity, downloads of the app and campaign performance/ research where applicable.
- Develop and implement a monthly report for members that provides data on visitation to the region including length of stay and visitor nights.
- Implement a new website that provides the user with an interactive, easy-to-use resource and enables operators to be represented.

### Key Performance Indicators

1. Implement new website
2. Implementation of Marketing Plan
3. Monitoring of visitor numbers to the region
4. Reporting on campaign evaluations

## Strategy Two – Shopping in the Region

Promote the Swan Hill region as a place to shop.

### Key Initiatives

- Promote and educate the importance of shopping locally.
- Develop a targeted annual calendar of promotions.
- Establish a strong research base for all activities.
- Support and participate in the 'Strengthening Swan Hill Region's Retail Industry' project.

### Priority Actions

- Develop a targeted annual calendar of promotions that provides traders with the opportunity to leverage off key seasons, holidays and events.
- Create an educational and promotional campaign targeting locals which highlights the economic benefits of shopping locally supported by statistical data.
- Develop and implement a 'Made in the Swan Hill Region' campaign that identifies products that are produced in our region.
- Appoint 1-2 members to a steering committee of Swan Hill Rural City Council's 'Strengthening Swan Hill Region's Retail Industry' project.

### Key Performance Indicators

1. Implementation of the annual calendar of promotions
2. Reporting on research collected for all promotional activities
3. Participation in the 'Strengthening Swan Hill Region's Retail Industry' project

## Strategy Three – Advocacy

Engage with and advocate on behalf of members.

### Key Initiatives

- Establish and maintain a leadership role by engaging with local businesses.
- Develop a strong and mutually supportive relationship with Council.
- Engage with government agencies and relevant organisations to advocate on behalf of members and the region.
- Provide opportunities for members to raise issues, interact with other members and Swan Hill Inc via two business forums each year.

### Priority Actions

- Develop and implement a Communication Plan that ensures regular, effective communication with members and stakeholders.
- Implement a Business Visits program to ensure we engage with members regularly on a one on one basis.
- Conduct three reviews annually with Councillors to provide updates on key achievements aligned with the Annual Marketing Plan.
- Continue to hold monthly briefings with Council CEO and senior staff to raise issues and share information.
- Establish a monthly column in The Guardian newspaper to communicate to the local community on our achievements and initiatives.
- Schedule two business forums for the year providing members with the opportunity to attend, raise issues and network with other members.

### Key Performance Indicators

1. Strong relationship with Council
2. Two Business Forums held each year

3. Communication with members and key partners via monthly email and The Guardian
4. Implementation of the Business Visits Program

## Strategy Four – Business Support

Provide support and direction to members and encourage the provision of quality service.

### Key Initiatives

- Provide members with opportunities to grow their business through educational and motivational events.
- Promote careers in local industries to youth in the region.

### Priority Actions

- Develop an annual Business Forum schedule including motivational speakers and education events designed to appeal to members.
- Develop an annual Networking Events schedule which provides members with the opportunity to network with other members, Swan Hill Inc and other key community members in a relaxed and comfortable environment.
- Conduct the annual Accounting Work Experience Program.

### Key Performance Indicators

1. Conduct educational and motivational events for members
2. Provide members with the opportunity to network with

3. Ensure the annual Accounting Work Experience program continues
4. Provide assistance package to new businesses



*heart of the murray*

SWAN HILL INCORPORATED

**Swan Hill Incorporated**  
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Facebook: [swanhillincorporated](https://www.facebook.com/swanhillincorporated)

## **B.15.58 S5 INSTRUMENT OF DELEGATION TO THE CHIEF EXECUTIVE OFFICER**

**Responsible Officer:** Director Corporate Services  
**File Number:** 74-00-23  
**Attachments:**  
1 Maddocks Letter 16-06-15  
2 S5 Instrument of Delegation to CEO

### **Declarations of Interest: Officer**

David Lenton - as the responsible officer, I declare that I have no disclosable interests in this matter.

### **Summary**

Section 98 of the Local Government Act (1989) enables council to delegate to a member of council staff, with specified exemptions, 'any power, duty or function of a council under this Act or any other Act' and delegate the Chief Executive Officer the power to delegate a power of the council, other than power of delegation, to another member of council staff.

Maddocks, in their attached letter, has recommended that council should refresh the Chief Executive Officer's delegations as a matter of course.

### **Discussion**

In order to comply with the various legislative requirements, Council delegates a range of powers to the Chief Executive Officer. These delegations are made in accordance with section 98 of the Local Government Act 1989.

As per letter attached from Maddocks dated 16 June 2015 it has been advised that all Instruments of Delegation should be updated, or refreshed, on a regular basis to ensure that they incorporate all recent legislative developments. This includes the Instrument of Delegation to Council's Chief Executive Officer, even though it is expressed in general terms.

Section 94A of the Act states:

- (1) A Council's Chief Executive Officer is responsible for -
  - (a) Establishing and maintaining an appropriate organisational structure for the Council; and
  - (b) Ensuring that the decisions of the Council are implemented without undue delay; and
  - (c) The day to day management of the Council's operations in accordance with the Council's Corporate Plan; and
  - (d) Providing timely advice to the Council.
- (2) The Chief Executive Officer may appoint as many members of Council staff as are required to enable the functions of the Council under this Act or any

**REPORTS**

18 August 2015

other Act to be carried out and to enable the Chief Executive Officer to carry out his or her functions.

- (3) The Chief Executive Officer is responsible for appointing, directing, managing and dismissing Council staff and for all other issues that relate to Council staff.

The delegation to the Chief Executive Officer is a 'delegation by exception'.

**Consultation**

This is a statutory requirement of Council and as such consultation is not part of the process.

**Financial Implications**

Nil

**Social Implications**

Nil

**Economic Implications**

Nil

**Environmental Implications**

Nil

**Risk Management Implications**

Nil

**Council Plan Strategy Addressed**

***Governance and Leadership*** - Effective and efficient utilisation of resources.

**Options**

Council can choose to vary the level of delegations however the efficiency of day to day management of Council would be affected.

## **Recommendations**

### **That Council:**

- 1. Exercise the powers conferred by section 98(1) of the Local Government Act 1989 and the other legislation referred to in the attached Instrument of Delegation to the Chief Executive Officer as attached.**
- 2. Delegate to the person holding the position of Chief Executive Officer, or Acting Chief Executive Officer, the powers, duties and functions set out in the attached Instrument of Delegation to the Chief Executive Officer as attached to the report, subject to the conditions and limitations specified in that Instrument.**
- 3. Affix the common seal of the Council to the Instrument.**

## **19/15 Motion**

### **MOVED Cr Cruickshank**

#### **That Council:**

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- 3. Affix the common seal of the Council to the Instrument.**

### **SECONDED Cr McPhee**

**The Motion was put and CARRIED**

## Email Letter

From  
Erin Tucker  
Direct  
03 9258 3712

Partner  
Melanie Olynyk

Date  
16/6/2015

Email  
erin.tucker@maddocks.com.au

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Maddocks

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**DX 259 Melbourne**

Dear Subscriber

## Delegations and Authorisations Service Update

### First update for 2015

We are pleased to provide you with our first update to the Delegations and Authorisations Service for 2015. This update takes into account legislative changes made since our last update in December 2014, which affect councils' powers, functions and duties.

We have set out below a summary of the changes made to the Service in this update.

All of the updates are contained on our Delegations and Authorisations Website, which can be accessed by clicking on the following link: <https://indepth.maddocks.com.au>

As always, please carefully review this explanatory letter and refer to the updated instruments to ensure that you are aware of the recent legislative changes that affect your council's delegations and authorisations.

## CHANGES MADE IN THIS UPDATE

This update amends our S6, S7, S11, S13 and S14 Instruments. We have outlined some of the changes to each Instrument below.

### Changes to the S6 Instrument of Delegation from Council to Staff

In relation to the S6 Instrument of Sub-Delegation, we note the following in particular:

1. we have Included new duties and powers which have been inserted in the *Cemeteries and Crematoria Act 2003*, including ss 86(2)-(6), 86(A), and 110A. These new provisions will come into effect on 1 February 2016 or upon an earlier proclamation of the amending legislation;
2. the *Rail Safety Act 2006* has been renamed the *Rail Safety (Local Operations) Act 2006*, however all relevant powers, duties and functions remain the same;
3. the *Cemeteries and Crematoria Regulations 2005* are due to expire on 28 June 2015. The Regulations' expiry date has not yet been extended;

[026721; 14839650; 2]

1 : 12/03/2018 10:30:00 : 1

Maddocks

### Changes to the S13 List of CEO powers, duties and functions

In this update we have significantly broadened the scope of the S13 List of Chief Executive Officer (CEO) powers, duties and functions.

To date, this document has provided a list of all CEO powers, duties and functions under the *Local Government Act 1989*. We have now amended the S13 document to enable a Council CEO to delegate all of his or her statutory duties, functions or powers to a member of Council staff.

The revised S13 document now contains the following features:

- it is a template Instrument of Delegation, as opposed to a list that was capable of being turned into an Instrument of Delegation; and
- the S13 Instrument covers all powers, duties and functions of the CEO under *all* Victorian legislation, not just the *Local Government Act 1989*.

As with all our Instruments of Delegation contained in the Service, the S13 Instrument only contains powers, duties and functions which are capable of delegation.

It is up to each CEO to consider precisely which (if any) of his or her powers, duties and functions contained in the S13 Instrument to delegate to Council staff. We recommend that any power, duty or function which is not intended to be exercised personally by the CEO is delegated to enable another member of Council staff to validly exercise those powers, duties or functions.

### Changes to the S14 Instrument of Delegation from CEO to Staff (Vicsmart)

The S14 Instrument of Delegation from the CEO to Staff (Vicsmart) has been changed to reflect that the *Planning and Environment Regulations 2005* have now been replaced by the 2015 Regulations. This only affects the provision number of one relevant power.

Additionally, the \$14 Instrument replaces the *Planning and Environment (Fees) Further Interim Regulations 2013* with the *Planning and Environment (Fees) Interim Regulations 2014*. The new Regulations will expire on 16 October 2015.

## LOCAL LAWS

While this was mentioned in our previous updates, we again remind councils of the importance of delegating not only the powers, duties and functions existing under legislation, but also any council powers, duties and functions existing in any local laws made by their council.

Our Delegations and Authorisations Service covers only the former and so it is up to each council to ensure that it reviews all of its local laws and, where appropriate, delegates relevant powers, duties and functions.

## UPDATING YOUR INSTRUMENTS

As a final comment, we recommend that you re-make all of your council delegations on a regular basis to ensure that they remain up to date and cover all relevant provisions. This includes the S5 Instrument of Delegation from the council to the CEO.





Maddocks Delegations and Authorisations

***S5. Instrument of Delegation to Chief Executive Officer***

**Swan Hill Rural City Council**

**Instrument of Delegation**

**to**

**The Chief Executive Officer**



Maddocks

## Instrument of Delegation

In exercise of the power conferred by section 98(1) of the *Local Government Act 1989 (the Act)* and all other powers enabling it, the Swan Hill Rural City Council (**Council**) delegates to the member of Council staff holding, acting in or performing the position of Chief Executive Officer, the powers, duties and functions set out in the Schedule to this Instrument of Delegation,

AND declares that

1. this Instrument of Delegation is authorised by a Resolution of Council passed on 18 August 2015;
2. the delegation
  - 2.1 comes into force immediately the common seal of Council is affixed to this Instrument of Delegation;
  - 2.2 is subject to any conditions and limitations set out in the Schedule;
  - 2.3 must be exercised in accordance with any guidelines or policies which Council from time to time adopts; and
  - 2.4 remains in force until Council resolves to vary or revoke it.
3. The member of Council staff occupying the position or title of or acting in the position of Chief Executive Officer may delegate to a member of Council staff any of the powers (other than the power of delegation conferred by section 98(3) of the Act or any other powers not capable of sub-delegation) which this Instrument of Delegation delegates to him or her.

The COMMON SEAL OF THE SWAN HILL )  
 RURAL CITY COUNCIL was hereunto )  
 affixed in the presence of: )

.....  
 Chief Executive Officer

.....  
 (Print Name)

.....  
 Councillor

.....  
 (Print Name)

.....  
 Councillor

.....  
 (Print Name)

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## SCHEDULE

The power to

1. determine any issue;
2. take any action; or
3. do any act or thing

arising out of or connected with any duty imposed, or function or power conferred on Council by or under any Act.

### Conditions and Limitations

The delegate must not determine the issue, take the action or do the act or thing

4. if the issue, action, act or thing is an issue, action, act or thing which involves
  - 4.1 awarding a contract exceeding the value of \$1,000,000;
  - 4.2 making a local law under Part 5 of the Act;
  - 4.3 approval of the Council Plan under s.125 of the Act;
  - 4.4 adoption of the Strategic Resource Plan under s.126 of the Act;
  - 4.5 preparation or adoption of the Budget or a Revised Budget under Part 6 of the Act;
  - 4.6 adoption of the Auditor's report, Annual Financial Statements, Standard Statements and Performance Statement under Part 6 of the Act;
  - 4.7 determining pursuant to s.37 of the Act that an extraordinary vacancy on Council not be filled;
  - 4.8 exempting a member of a special committee who is not a Councillor from submitting a return under s.81 of the Act;
  - 4.9 appointment of councillor or community delegates or representatives to external organisations; or
  - 4.10 the return of the general valuation and any supplementary valuations;
5. if the issue, action, act or thing is an issue, action, act or thing which is required by law to be done by Council resolution;
6. if the issue, action, act or thing is an issue, action or thing which Council has previously designated as an issue, action, act or thing which must be the subject of a Resolution of Council;
7. if the determining of the issue, taking of the action or doing of the act or thing would or would be likely to involve a decision which is inconsistent with a
  - 7.1 policy; or
  - 7.2 strategy
 adopted by Council; or

**Maddocks**

8. if the determining of the issue, the taking of the action or the doing of the act or thing cannot be the subject of a lawful delegation, whether on account of section 98(1)(a)-(f) (inclusive) of the Act or otherwise; or
9. the determining of the issue, the taking of the action or the doing of the act or thing is already the subject of an exclusive delegation to another member of Council staff.

## **B.15.59 S6 INSTRUMENT OF DELEGATION TO MEMBERS OF COUNCIL STAFF**

**Responsible Officer:** Director Corporate Services  
**File Number:** 74-00-23  
**Attachments:**  
1 Maddocks Letter 16-06-15  
2 S6 Delegations to Members of Staff

### **Declarations of Interest: Officer**

David Lenton- as the responsible officer, I declare that I have no disclosable interests in this matter.

### **Summary**

In order to deliver services to the community and discharge obligations placed on Council by legislation in an efficient and effective manner, Council has in place a range of delegations to members of Council staff. Periodically these delegations need to be reviewed and, if appropriate, updated. This report recommends changes to some delegations made by Council to members of Council staff.

The changes are the result of legislative changes to the relevant Acts, changes to position titles and organisational structure.

The vast majority of the delegations have not changed.

Some new Acts have come into force. Delegations of power for these Acts are also included in the attached document.

### **Discussion**

In order to comply with the various legislative requirements, Council delegates a range of powers and accountabilities to appropriately qualified and experienced members of Council staff. These delegations are made in accordance with section 98 of the Local Government Act 1989. A delegation may be made subject to limitations on these powers, such as the need to inform Council of a determination.

The powers and obligations delegated are mostly procedural in nature, allowing the delivery of services in accordance with Council policy, adopted strategies and plans, the authorised budget, and discharging Council obligations in accordance with legislative requirements.

The delegation of powers and obligations to Council staff by Council is managed by the Maddocks 'delegations and authorisations service'. Maddocks monitors changes to state legislation, and every six months provides a listing of the sections of legislation that a municipality could delegate to enable efficient and effective delivery of services.

The six monthly review of legislative changes has resulted in the recommended amendments in the attached document which are summarised in the attached letter from Maddocks.

Council delegations are made to positions in the organisation rather than to individual members of staff to avoid the need to change the delegation upon the departure of a staff member or the staff member taking up a different position in the Council.

### **Consultation**

Community consultation is not appropriate for the subject of this report.

### **Financial Implications**

Nil

### **Social Implications**

Nil

### **Economic Implications**

Nil

### **Environmental Implications**

Nil

### **Risk Management Implications**

Nil

### **Council Plan Strategy Addressed**

***Governance and Leadership*** - Effective and efficient utilisation of resources.

### **Options**

Council can choose to vary the delegations however the efficiency of Council operations would be affected.

### **Recommendations**

**That Council:**

- 1. Amend the schedule of delegated authorities, duties and functions of the various officers as detailed in the attached document.**
- 2a) Delegate to the members of Council staff holding or acting in the officer's position referred to in the *Instrument of Delegation to members of Council staff*, the powers, duties and functions once amended by the attached changes, subject to the conditions and limitations specified in that amended Instrument effective from the date that the Common Seal of Council is affixed to the instrument.**
- b) Revoke all the previous delegations related to the amended instrument on the coming into force of the amended instrument.**

**20/15 Motion**

**MOVED Cr Cruickshank**

**That Council:**

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**SECONDED Cr McPhee**

**The Motion was put and CARRIED**



## Email Letter

From  
Erin Tucker  
Direct  
03 9258 3712

Partner  
Melanie Olynyk

Date  
16/6/2015

Email  
erin.tucker@maddocks.com.au

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| ESD.       |          |

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**DX 259 Melbourne**

Dear Subscriber

## Delegations and Authorisations Service Update

### First update for 2015

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[026721; 14839650; 2]

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Maddocks

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### Changes to the S14 Instrument of Delegation from CEO to Staff (Vicsmart)

The S14 Instrument of Delegation from the CEO to Staff (Vicsmart) has been changed to reflect that the *Planning and Environment Regulations 2005* have now been replaced by the 2015 Regulations. This only affects the provision number of one relevant power.

Additionally, the \$14 Instrument replaces the *Planning and Environment (Fees) Further Interim Regulations 2013* with the *Planning and Environment (Fees) Interim Regulations 2014*. The new Regulations will expire on 16 October 2015.

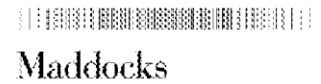
## LOCAL LAWS

While this was mentioned in our previous updates, we again remind councils of the importance of delegating not only the powers, duties and functions existing under legislation, but also any council powers, duties and functions existing in any local laws made by their council.

Our Delegations and Authorisations Service covers only the former and so it is up to each council to ensure that it reviews all of its local laws and, where appropriate, delegates relevant powers, duties and functions.

## UPDATING YOUR INSTRUMENTS

As a final comment, we recommend that you re-make all of your council delegations on a regular basis to ensure that they remain up to date and cover all relevant provisions. This includes the S5 Instrument of Delegation from the council to the CEO.



Maddocks Delegations and Authorisations

***S6. Instrument of Delegation – Members of Staff***

**Swan Hill Rural City Council**

**Instrument of Delegation**

**to**

**Members of Council Staff**



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## Instrument of Delegation

In exercise of the power conferred by section 98(1) of the *Local Government Act 1989* and the other legislation referred to in the attached Schedule, the Council:

1. delegates each duty and/or function and/or power described in column 1 of the Schedule (and summarised in column 2 of the Schedule) to the member of Council staff holding, acting in or performing the duties of the office or position described opposite each such duty and/or function and/or power in column 3 of the Schedule;
2. records that a reference in the Schedule to:

“AC” means Asset Coordinator

“CEO” means Chief Executive Officer

“CSC” means Commercial Service & Revenue Coordinator

“CSO” means Customer Service Officer

“DDP” means Director Development & Planning

“DE” means Design Engineer

“DI” means Director Infrastructure

“DM” Means Development Manager

“EHO” means Environmental Health Officer

“EPAM” means Engineering Projects & Assets Manager

“MBS” means Municipal Building Surveyor

“MERO” means Municipal Emergency Resource Officer

“MFPO” means Municipal Fire Prevention Officer

“PHRSC” means Public Health & Regulatory Services Coordinator

“PO” means Planning Officer

“SPC” means Statutory Planning Coordinator

“SRO” means Senior Revenue Officer

“TOS” means Technical Officer Survey

3. declares that:
  - 3.1 this Instrument of Delegation is authorised by a resolution of Council passed on 18 August 2015 and
  - 3.2 the delegation:
    - 3.2.1 comes into force immediately the common seal of Council is affixed to this Instrument of Delegation;
    - 3.2.2 remains in force until varied or revoked;
    - 3.2.3 is subject to any conditions and limitations set out in sub-paragraph 3.3, and the Schedule; and



## Maddocks

- 3.2.4 must be exercised in accordance with any guidelines or policies which Council from time to time adopts; and
- 3.3 the delegate must not determine the issue, take the action or do the act or thing:
- 3.3.1 if the issue, action, act or thing is an issue, action or thing which Council has previously designated as an issue, action, act or thing which must be the subject of a Resolution of Council; or
- 3.3.2 if the determining of the issue, taking of the action or doing of the act or thing would or would be likely to involve a decision which is inconsistent with a
- (a) policy; or
- (b) strategy
- adopted by Council; or
- 3.3.3 if the determining of the issue, the taking of the action or the doing of the act or thing cannot be the subject of a lawful delegation, whether on account of section 98(1)(a)-(f) (inclusive) of the Act or otherwise; or
- 3.3.4 the determining of the issue, the taking of the action or the doing of the act or thing is already the subject of an exclusive delegation to another member of Council staff.

The COMMON SEAL OF THE SWAN HILL RURAL CITY COUNCIL)  
Was hereunto affixed in the presence of )

\_\_\_\_\_  
Chief Executive Officer

\_\_\_\_\_  
(Print Name)

Councillor \_\_\_\_\_ Councillor \_\_\_\_\_

(Print Name) \_\_\_\_\_ (Print Name) \_\_\_\_\_

[[[REDACTED]]]

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## **SCHEDULE**



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| DOMESTIC ANIMALS ACT 1994 |   |                       |  |
|---------------------------|---|-----------------------|--|
| Column 1                  | Column 2                                    | Column 3              | Column 4   |
| PROVISION                 | THING DELEGATED                             | DELEGATE              | CONDITIONS AND LIMITATIONS                               |
| s.41A(1)                  | power to declare a dog to be a menacing dog | DDP, DM,<br>PHRSC, AO | Council may delegate this power to an authorised officer |

S6. Instrument of Delegation – Members of Staff

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| ENVIRONMENT PROTECTION ACT 1970 |   |            |   |
|---------------------------------|---|------------|---|
| Column 1                        | Column 2  | Column 3   | Column 4  |
| PROVISION                       | THING DELEGATED   | DELEGATE   | CONDITIONS & LIMITATIONS                                  |
| s.53M(3)                        | power to require further information                              | PHRSC, EHO |   |
| s.53M(4)                        | duty to advise applicant that application is not to be dealt with | PHRSC, EHO |   |
| s.53M(5)                        | duty to approve plans, issue permit or refuse permit              | PHRSC, EHO | refusal must be ratified by council or it is of no effect |
| s.53M(6)                        | power to refuse to issue septic tank permit                       | PHRSC, EHO | refusal must be ratified by council or it is of no effect |
| s.53M(7)                        | duty to refuse to issue a permit in circumstances in (a)-(c)      | PHRSC, EHO | refusal must be ratified by council or it is of no effect |

| FOOD ACT 1984 |  |                   |  |
|---------------|--|-------------------|--|
| Column 1      | Column 2   | Column 3          | Column 4   |
| PROVISION     | THING DELEGATED  | DELEGATE          | CONDITIONS & LIMITATIONS   |
| s.19(2)(a)    | power to direct by written order that the food premises be put into a clean and sanitary condition   | DDP, PHRSC, EHO   | If section 19(1) applies   |
| s.19(2)(b)    | power to direct by written order that specified steps be taken to ensure that food prepared, sold or handled is safe and suitable  | DDP, PHRSC, EHO   | If section 19(1) applies   |
| s.19(4)(a)    | power to direct that an order made under section 19(3)(a) or (b), (i) be affixed to a conspicuous part of the premises, and (ii) inform the public by notice in a published newspaper or otherwise | DDP, PHRSC, EHO   | If section 19(1) applies   |
| s.19(6)(a)    | duty to revoke any order under section 19 if satisfied that an order has been complied with  | PHRSC, EHO, PHRSC | If section 19(1) applies   |
| s.19(6)(b)    | duty to give written notice of revocation under section 19(6)(a) if satisfied that an order has been complied with   | PHRSC, EHO        | If section 19(1) applies   |
| s.19AA(2)     | power to direct, by written order, that a person must take any of the actions described in (a)-(c).  | DDP, EHO, PHRSC   | where council is the registration authority  |
| s.19AA(4)(c)  | power to direct, in an order made under s.19AA(2) or a subsequent written order, that a person must ensure that any food or class of food is not removed from the premises                         | DDP, EHO, PHRSC   | Note: the power to direct the matters under s.19AA(4)(a) and (b) not capable of delegation and so such directions must be made by a Council resolution |
| s.19AA(7)     | duty to revoke order issued under s.19AA and give written notice of revocation, if satisfied that that order has been complied with  | DDP, EHO, PHRSC   | where council is the registration authority  |

| FOOD ACT 1984      |  |                 |   |
|--------------------|--|-----------------|---|
| Column 1           | Column 2   | Column 3        | Column 4  |
| PROVISION          | THING DELEGATED  | DELEGATE        | CONDITIONS & LIMITATIONS  |
| s. 19CB(4)(b)      | power to request copy of records   | PHRSC, EHO      | where council is the registration authority   |
| s. 19E(1)(d)       | power to request a copy of the food safety program   | PHRSC, EHO      | where council is the registration authority   |
| s. 19GB            | power to request proprietor to provide written details of the name, qualification or experience of the current food safety supervisor  | PHRSC, EHO      | where council is the registration authority   |
| s. 19M(4)(a) & (5) | power to conduct a food safety audit and take actions where deficiencies are identified  | DDP, EHO        | where council is the registration authority   |
| s. 19NA(1)         | power to request food safety audit reports   | PHRSC, EHO      | where council is the registration authority   |
| s. 19U(3)          | power to waive and vary the costs of a food safety audit if there are special circumstances  | PHRSC, EHO      |   |
| s. 19UA            | power to charge fees for conducting a food safety assessment or inspection   | PHRSC, EHO      | except for an assessment required by a declaration under section 19C or an inspection under sections 38B(1)(c) or 39. |
| s. 19W             | power to direct a proprietor of a food premises to comply with any requirement under Part IIIB   | PHRSC, EHO      | where council is the registration authority   |
| s. 19W(3)(a)       | power to direct a proprietor of a food premises to have staff at the premises undertake training or instruction  | DDP, PHRSC, EHO | where council is the registration authority   |
| s. 19W(3)(b)       | power to direct a proprietor of a food premises to have details of any staff training incorporated into the minimum records required to be kept or food safety program of the premises | PHRSC, EHO      | where council is the registration authority   |

| FOOD ACT 1984 |  |                                   |   |
|---------------|--|-----------------------------------|---|
| Column 1      | Column 2   | Column 3                          | Column 4  |
| PROVISION     | THING DELEGATED  | DELEGATE                          | CONDITIONS & LIMITATIONS  |
| ---           | power to register, renew or transfer registration  | DDP, PHRSC, EHO                   | where council is the registration authority<br>refusal to grant/renew/transfer registration must be ratified by Council or the CEO (see section 58A(2)) |
| s.38AA(5)     | power to (a) request further information; or (b) advise the proprietor that the premises must be registered if the premises are not exempt | PHRSC, EHO                        | where council is the registration authority   |
| s.38AB(4)     | power to fix a fee for the receipt of a notification under section 38AA in accordance with a declaration under subsection (1)              | Not Delegated<br>fixed by Council | where council is the registration authority   |
| s.38A(4)      | power to request a copy of a completed food safety program template  | PHRSC, EHO                        | where council is the registration authority   |
| s.38B(1)(a)   | duty to assess the application and determine which class of food premises under section 19C the food premises belongs                      | PHRSC, EHO                        | where council is the registration authority   |
| s.38B(1)(b)   | duty to ensure proprietor has complied with requirements of section 38A  | PHRSC, EHO                        | where council is the registration authority   |
| s.38B(2)      | duty to be satisfied of the matters in section 38B(2)(a)-(b)   | PHRSC, EHO                        | where council is the registration authority   |
| s.38D(1)      | duty to ensure compliance with the applicable provisions of section 38C and inspect the premises if required by section 39                 | PHRSC, EHO                        | where council is the registration authority   |
| s.38D(2)      | duty to be satisfied of the matters in section 38D(2)(a)-(d)   | PHRSC, EHO                        | where council is the registration authority   |
| s.38D(3)      | power to request copies of any audit reports   | PHRSC, EHO                        | where council is the registration authority   |

| FOOD ACT 1984 |  |                                       |  |
|---------------|--|---------------------------------------|--|
| Column 1      | Column 2   | Column 3                              | Column 4   |
| PROVISION     | THING DELEGATED  | DELEGATE                              | CONDITIONS & LIMITATIONS   |
| s.38E(2)      | power to register the food premises on a conditional basis   | DDP, PHRSC, EHO                       | where council is the registration authority; not exceeding the prescribed time limit defined under subsection (5). |
| s.38E(4)      | duty to register the food premises when conditions are satisfied   | PHRSC, EHO                            | where council is the registration authority  |
| s.38F(3)(b)   | power to require proprietor to comply with requirements of this Act  | PHRSC, EHO                            | where council is the registration authority  |
| s.39A         | power to register, renew or transfer food premises despite minor defects   | DDP, PHRSC, EHO                       | where council is the registration authority only if satisfied of matters in subsections (2)(a)-(c)                 |
| s.40(2)       | power to incorporate the certificate of registration in one document with any certificate of registration under Part 6 of the <i>Public Health and Wellbeing Act 2008</i>        | PHRSC, EHO                            |  |
| s.40C(2)      | power to grant or renew the registration of food premises for a period of less than 1 year   | PHRSC, EHO                            | where council is the registration authority  |
| s.40D(1)      | power to suspend or revoke the registration of food premises   | Not delegated, considered by Council. | where council is the registration authority  |
| s.43F(6)      | duty to be satisfied that registration requirements under Division 3 have been met prior to registering, transferring or renewing registration of a component of a food business | PHRSC, EHO                            | where council is the registration authority  |



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| FOOD ACT 1984 |   |             |   |
|---------------|---|-------------|---|
| Column 1      | Column 2  | Column 3    | Column 4                                    |
| PROVISION     | THING DELEGATED   | DELEGATE    | CONDITIONS & LIMITATIONS                    |
| s.43F(7)      | power to register the components of the food business that meet requirements in Division 3 and power to refuse to register the components that do not meet the requirements   | DDP, PHRSC, | where council is the registration authority |
| s.46(5)       | power to institute proceedings against another person where the offence was due to an act or default by that other person and where the first person charged could successfully defend a prosecution, without proceedings first being instituted against the person first charged | PHRSC, EHO  | where council is the registration authority |

| HERITAGE ACT 1995 |  |  |              |   |
|-------------------|--|--|--------------|---|
| Column 1          | Column 2   |  | Column 3     | Column 4  |
| PROVISION         | THING DELEGATED                                      |  | DELEGATE     | CONDITIONS & LIMITATIONS                                |
| s.84(2)           | power to sub-delegate Executive Director's functions |  | CEO, DDP, DM | must obtain Executive Director's written consent first. |

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| PLANNING AND ENVIRONMENT ACT 1987 |   |                                       |                               |
|-----------------------------------|---|---------------------------------------|-------------------------------|
| Column 1                          | Column 2  | Column 3                              | Column 4                      |
| PROVISION                         | THING DELEGATED   | DELEGATE                              | CONDITIONS & LIMITATIONS      |
| s.4B                              | power to prepare an amendment to the Victoria Planning Provisions   | Not delegated, considered by Council. | if authorised by the Minister |
| s.4G                              | function of receiving prescribed documents and a copy of the Victoria Planning Provisions from the Minister                                     | DDP, DM, SPC, PO                      |                               |
| s.4H                              | duty to make amendment to Victoria Planning Provisions available  | DDP, DM, SPC, PO                      |                               |
| s.4I                              | duty to keep Victoria Planning Provisions and other documents available   | DDP, DM, SPC, PO                      |                               |
| s.8A(2)                           | power to prepare amendment to the planning scheme where the Minister has given consent under s.8A   | DDP, DM, SPC                          |                               |
| s. 8A(3)                          | power to apply to Minister to prepare an amendment to the planning scheme   | Not delegated, considered by Council. |                               |
| s.8A(5)                           | function of receiving notice of the Minister's decision   | DDP, DM, SPC                          |                               |
| s.8A(7)                           | power to prepare the amendment specified in the application without the Minister's authorisation if no response received after 10 business days | DDP, DM                               |                               |
| s.8B(2)                           | power to apply to the Minister for authorisation to prepare an amendment to the planning scheme of an adjoining municipal district              | DDP, DM, SPC                          |                               |


  
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| PLANNING AND ENVIRONMENT ACT 1987 |   |                                       |                          |
|-----------------------------------|---|---------------------------------------|--------------------------|
| Column 1                          | Column 2  | Column 3                              | Column 4                 |
| PROVISION                         | THING DELEGATED   | DELEGATE                              | CONDITIONS & LIMITATIONS |
| s.12(3)                           | power to carry out studies and do things to ensure proper use of land and consult with other persons to ensure co-ordination of planning scheme with these persons                                | DDP, DM, SPC, PO                      |                          |
| s.12A(1)                          | duty to prepare a municipal strategic statement (including power to prepare a municipal strategic statement under section 19 of the <i>Planning and Environment (Planning Schemes) Act 1996</i> ) | Not delegated, considered by Council. |                          |
| s.12B(1)                          | duty to review planning scheme  | Not delegated, considered by Council. |                          |
| s.12B(2)                          | duty to review planning scheme at direction of Minister   | Not delegated, considered by Council. |                          |
| s.12B(5)                          | duty to report findings of review of planning scheme to Minister without delay  | Not delegated, considered by Council. |                          |
| s.14                              | duties of a Responsible Authority as set out in subsections (a) to (d)  | Not delegated considered by Council   |                          |
| s.17(1)                           | duty of giving copy amendment to the planning scheme  | DDP, DM, SPC, PO                      |                          |
| s.17(2)                           | duty of giving copy s.173 agreement   | DDP, DM, SPC, PO                      |                          |

S6. Instrument of Delegation – Members of Staff

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| PLANNING AND ENVIRONMENT ACT 1987 |   |                                      |  |
|-----------------------------------|---|--------------------------------------|--|
| Column 1                          | Column 2  | Column 3                             | Column 4   |
| PROVISION                         | THING DELEGATED   | DELEGATE                             | CONDITIONS & LIMITATIONS   |
| s.17(3)                           | duty of giving copy amendment, explanatory report and relevant documents to the Minister within 10 business days  | CEO, DDP, DM, SPC, PO                |  |
| s.18                              | duty to make amendment etc. available   | DDP, DM, SPC, PO                     |  |
| s.19                              | power to give notice, to decide not to give notice, to publish notice of amendment to a planning scheme and to exercise any other power under section 19 to a planning scheme | DDP, DM, SPC                         |  |
| s.19                              | function of receiving notice of preparation of an amendment to a planning scheme  | DDP, DM, SPC                         | where Council is not the planning authority and the amendment affects land within Council's municipal district; or<br>where the amendment will amend the planning scheme to designate Council as an acquiring authority. |
| s.20(1)                           | power to apply to Minister for exemption from the requirements of section 19  | CEO, DDP, DM, SPC                    |  |
| s.21(2)                           | duty to make submissions available  | DDP, DM, SPC, PO                     |  |
| s.21A(4)                          | duty to publish notice in accordance with section   | DDP, DM, SPC, PO                     |  |
| s.22                              | duty to consider all submissions  | Not delegated, considered by Council |  |

| PLANNING AND ENVIRONMENT ACT 1987 |  |                   |  |
|-----------------------------------|--|-------------------|--|
| Column 1                          | Column 2   | Column 3          | Column 4   |
| PROVISION                         | THING DELEGATED  | DELEGATE          | CONDITIONS & LIMITATIONS   |
| s.23(1)(b)                        | duty to refer submissions which request a change to the amendment to a panel   | DDP, DM           |  |
| s.23(2)                           | power to refer to a panel submissions which do not require a change to the amendment                                       | CEO, DDP, DM, SPC |  |
| s.24                              | function to represent council and present a submission at a panel hearing (including a hearing referred to in section 96D) | DDP, DM, SPC, PO  |  |
| s.26(1)                           | power to make report available for inspection  | DDP, DM, SPC      |  |
| s.26(2)                           | duty to keep report of panel available for inspection  | DDP, DM, SPC, PO  |  |
| s.27(2)                           | power to apply for exemption if panel's report not received  | DDP, DM, SPC      |  |
| s.28                              | duty to notify the Minister if abandoning an amendment   | DDP, DM, SPC      | Note: the power to make a decision to abandon an amendment cannot be delegated |
| s.30(4)(a)                        | duty to say if amendment has lapsed  | DDP, DM, SPC, PO  |  |
| s.30(4)(b)                        | duty to provide information in writing upon request  | DDP, DM, SPC, PO  |  |
| s.32(2)                           | duty to give more notice if required   | DDP, DM, SPC, PO  |  |
| s.33(1)                           | duty to give more notice of changes to an amendment  | DDP, DM, SPC, PO  |  |



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| PLANNING AND ENVIRONMENT ACT 1987 |  |                                     |                          |  |
|-----------------------------------|--|-------------------------------------|--------------------------|--|
| Column 1                          | Column 2   | Column 3                            | Column 4                 |  |
| PROVISION                         | THING DELEGATED  | DELEGATE                            | CONDITIONS & LIMITATIONS |  |
| s.36(2)                           | duty to give notice of approval of amendment   | DDP, DM, SPC, PO                    |                          |  |
| s.38(5)                           | duty to give notice of revocation of an amendment  | DDP, DM, SPC                        |                          |  |
| s.39                              | function of being a party to a proceeding commenced under section 39 and duty to comply with determination by VCAT                               | Not delegated considered by Council |                          |  |
| s.40(1)                           | function of lodging copy of approved amendment   | DDP, DM, SPC, PO                    |                          |  |
| s.41                              | duty to make approved amendment available  | DDP, DM, SPC, PO                    |                          |  |
| s.42                              | duty to make copy of planning scheme available   | DDP, DM, SPC, PO                    |                          |  |
| s.46A(5)(ac)                      | power to request the Growth Areas Authority to provide advice on any matter relating to land in Victoria or an objective of planning in Victoria | DDP, DM                             |                          |  |
| s.46N(1)                          | duty to include condition in permit regarding payment of development infrastructure levy   | DDP, DM, SPC PO                     |                          |  |
| s.46N(2)(c)                       | function of determining time and manner for receipt of development contributions levy  | DDP, DM, SPC, PO                    |                          |  |
| s.46N(2)(d)                       | power to enter into an agreement with the applicant regarding payment of development infrastructure levy   | DDP, DM, SPC                        |                          |  |

S6. Instrument of Delegation – Members of Staff

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| PLANNING AND ENVIRONMENT ACT 1987 |  |  |   |
|-----------------------------------|--|--|---|
| Column 1                          | Column 2   | Column 3   | Column 4  |
| PROVISION                         | THING DELEGATED  | DELEGATE   | CONDITIONS & LIMITATIONS  |
| s.46Q(1)(a) & (2)(a)              | power to ensure that community infrastructure levy is paid, or agreement is in place, prior to issuing building permit                           | DDP, DM, SPC   |   |
| s.46Q(1)(d) & (2)(d)              | power to enter into agreement with the applicant regarding payment of community infrastructure levy  | DDP, DM, SPC   |   |
| s.46P(1)                          | power to require payment of amount of levy under section 46N or section 46O to be satisfactorily secured   | DDP, DM, SPC   |   |
| s.46P(2)                          | power to accept provision of land, works, services or facilities in part or full payment of levy payable   | DDP, DM, SPC   |   |
| s.46Q(1)                          | duty to keep proper accounts of levies paid  | DCS, SRO, DM, SPC, PO  |   |
| s.46Q(1A)                         | duty to forward to development agency part of levy imposed for carrying out works, services, or facilities on behalf of development agency       | DDP, DM, SPC   |   |
| s.46Q(2)                          | duty to apply levy only for a purpose relating to the provision of the works, services and facilities in respect of which the levy was paid etc. | DDP, DM, SPC   |   |
| s.46Q(3)                          | power to refund any amount of levy paid if it is satisfied the development is not to proceed   | Only applies when levy is paid to Council as a development agency. | only applies when levy is paid to Council as a 'development agency' |

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| PLANNING AND ENVIRONMENT ACT 1987 |   |                   |   |
|-----------------------------------|---|-------------------|---|
| Column 1                          | Column 2  | Column 3          | Column 4  |
| PROVISION                         | THING DELEGATED   | DELEGATE          | CONDITIONS & LIMITATIONS  |
| s.46Q(4)(c)                       | duty to pay amount to current owners of land in the area  | DDP, DM, SPC      | must be done within six months of the end of the period required by the development contributions plan and with the consent of, and in the manner approved by, the Minister |
| s.46Q(4)(d)                       | duty to submit to the Minister an amendment to the approved development contributions plan  | DDP, DM, SPC      | must be done in accordance with Part 3  |
| s46Q(4)(e)                        | duty to expend that amount on other works etc.  | DDP, DM, SPC      | with the consent of, and in the manner approved by, the Minister  |
| s.46QC                            | power to recover any amount of levy payable under Part 3B   | DDP, DM, SPC      |   |
| s.46V(3)                          | duty to make a copy of the approved strategy plan (being the Melbourne Airport Environs Strategy Plan) and any documents lodged with it available | Not Applicable    |   |
| s.46Y                             | duty to carry out works in conformity with the approved strategy plan   | Not Applicable    |   |
| s.47                              | power to decide that an application for a planning permit does not comply with that Act   | CEO, DDP, DM, SPC |   |
| s.49(1)                           | duty to keep a register of all applications for permits and determinations relating to permits  | DDP, DM, SPC, PO  |   |
| s.49(2)                           | duty to make register available for inspection  | DDP, DM, SPC, PO  |   |
| s.50(4)                           | duty to amend application   | DDP, DM, SPC, PO  |   |

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| PLANNING AND ENVIRONMENT ACT 1987 |   |                  |                          |
|-----------------------------------|---|------------------|--------------------------|
| Column 1                          | Column 2  | Column 3         | Column 4                 |
| PROVISION                         | THING DELEGATED   | DELEGATE         | CONDITIONS & LIMITATIONS |
| s.50(5)                           | power to refuse to amend application  | DDP, DM, SPC     |                          |
| s.50(6)                           | duty to make note of amendment to application in register   | DDP, DM, SPC, PO |                          |
| s.50A(1)                          | power to make amendment to application  | DDP, DM, SPC, PO |                          |
| s.50A(3)                          | power to require applicant to notify owner and make a declaration that notice has been given  | DDP, DM, SPC, PO |                          |
| s.50A(4)                          | duty to note amendment to application in register   | DDP, DM, SPC, PO |                          |
| s.51                              | duty to make copy of application available for inspection   | DDP, DM, SPC, PO |                          |
| s.52(1)(a)                        | duty to give notice of the application to owners/occupiers of adjoining allotments unless satisfied that the grant of permit would not cause material detriment to any person | DDP, DM, SPC, PO |                          |
| s.52(1)(b)                        | duty to give notice of the application to other municipal councils where appropriate  | DDP, DM, SPC, PO |                          |
| s.52(1)(c)                        | duty to give notice of the application to all persons required by the planning scheme   | DDP, DM, SPC, PO |                          |
| s.52(1)(ca)                       | duty to give notice of the application to owners and occupiers of land benefited by a registered restrictive covenant if may result in breach of covenant                     | DDP, DM, SPC, PO |                          |

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|-----------------------------------|--|------------------|--------------------------|--|
| Column 1                          | Column 2   | Column 3         | Column 4                 |  |
| PROVISION                         | THING DELEGATED  | DELEGATE         | CONDITIONS & LIMITATIONS |  |
| s.52(1)(cb)                       | duty to give notice of the application to owners and occupiers of land benefited by a registered restrictive covenant if application is to remove or vary the covenant | DDP, DM, SPC, PO |                          |  |
| s.52(1)(d)                        | duty to give notice of the application to other persons who may be detrimentally effected  | DDP, DM, SPC, PO |                          |  |
| s.52(1AA)                         | duty to give notice of an application to remove or vary a registered restrictive covenant  | DDP, DM, SPC, PO |                          |  |
| s.52(3)                           | power to give any further notice of an application where appropriate   | DDP, DM, SPC, PO |                          |  |
| s.53(1)                           | power to require the applicant to give notice under section 52(1) to persons specified by it   | DDP, DM, SPC, PO |                          |  |
| s.53(1A)                          | power to require the applicant to give the notice under section 52(1AA)  | DDP, DM, SPC, PO |                          |  |
| s.54(1)                           | power to require the applicant to provide more information   | DDP, DM, SPC, PO |                          |  |
| s.54(1A)                          | duty to give notice in writing of information required under section 54(1)   | DDP, DM, SPC, PO |                          |  |
| s.54(1B)                          | duty to specify the lapse date for an application  | DDP, DM, SPC, PO |                          |  |
| s.54A(3)                          | power to decide to extend time or refuse to extend time to give required information   | DDP, DM, SPC, PO |                          |  |


  
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|-----------------------------------|---|-------------------|--------------------------|
| Column 1                          | Column 2  | Column 3          | Column 4                 |
| PROVISION                         | THING DELEGATED   | DELEGATE          | CONDITIONS & LIMITATIONS |
| s.54A(4)                          | duty to give written notice of decision to extend or refuse to extend time und section 54A(3)   | DDP, DM, SPC, PO  |                          |
| s.55(1)                           | duty to give copy application, together with the prescribed information, to every referral authority specified in the planning scheme | DDP, DM, SPC, PO  |                          |
| s.57(2A)                          | power to reject objections considered made primarily for commercial advantage for the objector  | CEO, DDP, DM, SPC |                          |
| s.57(3)                           | function of receiving name and address of persons to whom notice of decision is to go   | DDP, DM, SPC, PO  |                          |
| s.57(5)                           | duty to make available for inspection copy of all objections  | DDP, DM, SPC, PO  |                          |
| s.57A(4)                          | duty to amend application in accordance with applicant's request, subject to section 57A(5)   | DDP, DM, SPC, PO  |                          |
| s.57A(5)                          | power to refuse to amend application  | DDP, DM, SPC      |                          |
| s.57A(6)                          | duty to note amendments to application in register  | DDP, DM, SPC, PO  |                          |
| s.57B(1)                          | duty to determine whether and to whom notice should be given  | DDP, DM, SPC, PO  |                          |
| s.57B(2)                          | duty to consider certain matters in determining whether notice should be given  | DDP, DM, SPC, PO  |                          |

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|-----------------------------------|---|-------------------|--|
| Column 1                          | Column 2  | Column 3          | Column 4   |
| PROVISION                         | THING DELEGATED   | DELEGATE          | CONDITIONS & LIMITATIONS   |
| s.57C(1)                          | duty to give copy of amended application to referral authority                      | DDP, DM, SPC, PO  |  |
| s.58                              | duty to consider every application for a permit                                     | DDP, DM, SPC, PO  |  |
| s.58A                             | power to request advice from the Planning Application Committee                     | DDP, DM, SPC      |  |
| s.60                              | duty to consider certain matters  | DDP, DM, SPC, PO  |  |
| s60(1A)                           | power to consider certain matters before deciding on application                    | DDP, DM, SPC, PO  |  |
| s.61(1)A                          | power to determine permit application, either to decide to grant a permit.          | CEO, DDP, DM, SPC | the permit must not be inconsistent with a cultural heritage management plan under the <i>Aboriginal Heritage Act 2006</i> |
|                                   |   |                   | Where no objections are received in relation to the permit application.  |
| s.61(1)B                          | power to determine permit application, to decide to grant a permit with conditions. | CEO, DDP, DM, SPC | the permit must not be inconsistent with a cultural heritage management plan under the <i>Aboriginal Heritage Act 2006</i> |
|                                   |   |                   | Where no objections are received in relation to the permit application.  |

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| PLANNING AND ENVIRONMENT ACT 1987 |  |  |                                     |  |
|-----------------------------------|--|--|-------------------------------------|--|
| Column 1                          | Column 2   |  | Column 3                            | Column 4   |
| PROVISION                         | THING DELEGATED  |  | DELEGATE                            | CONDITIONS & LIMITATIONS   |
| s.61(1)C                          | power to determine permit application or to refuse a permit application.   |  | Not Delegated considered by Council | the permit must not be inconsistent with a cultural heritage management plan under the <i>Aboriginal Heritage Act 2006</i> |
| s.61(2)                           | duty to decide to refuse to grant a permit if a relevant determining referral authority objects to grant of permit       |  | CEO, DDP, DM, SPC, PO               |  |
| s.61(2A)                          | power to decide to refuse to grant a permit if a relevant recommending referral authority objects to the grant of permit |  | CEO, DDP, DM, SPC                   |  |
| s.61(3)(a)                        | duty not to decide to grant a permit to use coastal Crown land without Minister's consent                                |  | DDP, DM, PC                         |  |
| s.61(3)(b)                        | duty to refuse to grant the permit without the Minister's consent  |  | DDP, DM, SPC, PO                    |  |
| s.61(4)                           | duty to refuse to grant the permit if grant would authorise a breach of a registered restrictive covenant                |  | DDP, DM, SPC, PO                    |  |
| s.62(1)                           | duty to include certain conditions in deciding to grant a permit   |  | DDP, DM, SPC, PO                    |  |

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| Column 1                          | Column 2   | Column 3         | Column 4   |
| PROVISION                         | THING DELEGATED  | DELEGATE         | CONDITIONS & LIMITATIONS   |
| s.62(2)                           | power to include other conditions  | DDP, DM, SPC, PO |  |
| s.62(4)                           | duty to ensure conditions are consistent with paragraphs (a),(b) and (c)   | DDP, DM, SPC, PO |  |
| s.62(5)(a)                        | power to include a permit condition to implement an approved development contributions plan  | DDP, DM, SPC, PO |  |
| s.62(5)(b)                        | power to include a permit condition that specified works be provided on or to the land or paid for in accordance with section 173 agreement  | DDP, DM, SPC, PO |  |
| s.62(5)(c)                        | power to include a permit condition that specified works be provided or paid for by the applicant  | DDP, DM, SPC, PO |  |
| s.62(6)(a)                        | duty not to include a permit condition requiring a person to pay an amount for or provide works except in accordance with section 62(5) or section 46N   | DDP, DM, SPC, PO |  |
| s.62(6)(b)                        | duty not to include a permit condition requiring a person to pay an amount for or provide works except a condition that a planning scheme requires to be included as referred to in section 62(1)(a) | DDP, DM, SPC, PO |  |
| s.63                              | duty to issue the permit where made a decision in favour of the application (if no one has objected)   | DDP, DM, SPC, PO |  |
| s.64(1)                           | duty to give notice of decision to grant a permit to applicant and objectors   | DDP, DM, SPC, PO | this provision applies also to a decision to grant an amendment to a permit - see section 75 |

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|-----------------------------------|---|-------------------|---|
| Column 1                          | Column 2  | Column 3          | Column 4  |
| PROVISION                         | THING DELEGATED   | DELEGATE          | CONDITIONS & LIMITATIONS  |
| s.64(3)                           | duty not to issue a permit until after the specified period   | DDP, DM, SPC, PO  | this provision applies also to a decision to grant an amendment to a permit - see section 75  |
| s.64(5)                           | duty to give each objector a copy of an exempt decision   | DDP, DM, SPC, PO  | this provision applies also to a decision to grant an amendment to a permit - see section 75  |
| s.64A                             | duty not to issue permit until the end of a period when an application for review may be lodged with VCAT or until VCAT has determined the application, if a relevant recommending referral authority has objected to the grant of a permit | DDP, DM, SPC,     | this provision applies also to a decision to grant an amendment to a permit - see section 75A   |
| s.65(1)                           | duty to give notice of refusal to grant permit to applicant and person who objected under section 57  | DDP, DM, SPC, PO  |   |
| s.66(1)                           | duty to give notice under section 64 or section 65 and copy permit to relevant determining referral authorities   | DDP, DM, SPC, PO  |   |
| s.66(2)                           | duty to give a recommending referral authority notice of its decision to grant a permit   | DDP, DM, PM, PO   | if the recommending referral authority objected to the grant of the permit or the responsible authority decided not to include a condition on the permit recommended by the recommending referral authority |
| s.66(4)                           | duty to give a recommending referral authority notice of its decision to refuse a permit  | DDP, DM, , PO, DM | if the recommending referral authority objected to the grant of the permit or the recommending referral authority recommended that a permit condition be included on the permit                             |

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| PLANNING AND ENVIRONMENT ACT 1987 |  |                  |   |
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| Column 1                          | Column 2   | Column 3         | Column 4  |
| PROVISION                         | THING DELEGATED  | DELEGATE         | CONDITIONS & LIMITATIONS  |
| s.66(6)                           | duty to give a recommending referral authority a copy of any permit which Council decides to grant and a copy of any notice given under section 64 or 65 | DDP, DM, SPC     | if the recommending referral authority did not object to the grant of the permit or the recommending referral authority did not recommend a condition be included on the permit |
| s.69(1)                           | function of receiving application for extension of time of permit  | DDP, DM, SPC, PO |   |
| s.69(1A)                          | function of receiving application for extension of time to complete development  | DDP, DM, SPC     |   |
| s.69(2)                           | power to extend time   | DDP, DM, SPC     |   |
| s.70                              | duty to make copy permit available for inspection  | DDP, DM, SPC, PO |   |
| s.71(1)                           | power to correct certain mistakes  | DDP, DM, SPC, PO |   |
| s.71(2)                           | duty to note corrections in register   | DDP, DM, SPC, PO |   |
| s.73                              | power to decide to grant amendment subject to conditions   | DDP, DM, SPC     |   |
| s.74                              | duty to issue amended permit to applicant if no objectors  | DDP, DM, SPC     |   |
| s.76                              | duty to give applicant and objectors notice of decision to refuse to grant amendment to permit   | DDP, DM, SPC, PO |   |

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| Column 1                          | Column 2   | Column 3          | Column 4  |
| PROVISION                         | THING DELEGATED  | DELEGATE          | CONDITIONS & LIMITATIONS  |
| s.76A(1)                          | duty to give relevant determining referral authorities copy of amended permit and copy of notice   | DDP, DM, SPC, PO  |   |
| s.76A(2)                          | duty to give a recommending referral authority notice of its decision to grant an amendment to a permit  | DDP, DM, SPC      | if the recommending referral authority objected to the amendment of the permit or the responsible authority decided not to include a condition on the amended permit recommended by the recommending referral authority |
| s.76A(4)                          | duty to give a recommending referral authority notice of its decision to refuse a permit   | DDP, DM, SPC, PO  | if the recommending referral authority objected to the amendment of the permit or the recommending referral authority recommended that a permit condition be included on the amended permit                             |
| s.76A(6)                          | duty to give a recommending referral authority a copy of any amended permit which Council decides to grant and a copy of any notice given under section 64 or 76 | DDP, DM, SPC      | if the recommending referral authority did not object to the amendment of the permit or the recommending referral authority did not recommend a condition be included on the amended permit                             |
| s.76D                             | duty to comply with direction of Minister to issue amended permit  | CEO, DDP, DM, SPC |   |
| s.83                              | function of being respondent to an appeal  | CEO, DDP, DM, SPC |   |
| s.83B                             | duty to give or publish notice of application for review   | DDP, DM, SPC, PO  |   |
| s.84(1)                           | power to decide on an application at any time after an appeal is lodged against failure to grant a permit  | DDP, DM, SPC      |   |


  
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| PLANNING AND ENVIRONMENT ACT 1987 |   |                   |                          |
|-----------------------------------|---|-------------------|--------------------------|
| Column 1                          | Column 2  | Column 3          | Column 4                 |
| PROVISION                         | THING DELEGATED   | DELEGATE          | CONDITIONS & LIMITATIONS |
| s.84(2)                           | duty not to issue a permit or notice of decision or refusal after an application is made for review of a failure to grant a permit    | DDP, DM, SPC      |                          |
| s.84(3)                           | duty to tell principal registrar if decide to grant a permit after an application is made for review of its failure to grant a permit | DDP, DM, SPC      |                          |
| s.84(6)                           | duty to issue permit on receipt of advice within 3 working days   | DDP, DM, SPC      |                          |
| s.86                              | duty to issue a permit at order of Tribunal within 3 working days   | DDP, DM, SPC      |                          |
| s.87(3)                           | power to apply to VCAT for the cancellation or amendment of a permit  | CEO, DDP, DM, SPC |                          |
| s.90(1)                           | function of being heard at hearing of request for cancellation or amendment of a permit   | DDP, DM, SPC      |                          |
| s.91(2)                           | duty to comply with the directions of VCAT  | DDP, DM, SPC, PO  |                          |
| s.91(2A)                          | duty to issue amended permit to owner if Tribunal so directs  | DDP, DM, SPC, PO  |                          |
| s.92                              | duty to give notice of cancellation/amendment of permit by VCAT to persons entitled to be heard under section 90                      | DDP, DM, SPC, PO  |                          |
| s.93(2)                           | duty to give notice of VCAT order to stop development   | DDP, DM, SPC, PO  |                          |

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| Column 1                          | Column 2   | Column 3                            | Column 4                 |
| PROVISION                         | THING DELEGATED  | DELEGATE                            | CONDITIONS & LIMITATIONS |
| s.95(3)                           | function of referring certain applications to the Minister   | CEO, DDP, DM, SPC, PO               |                          |
| s.95(4)                           | duty to comply with an order or direction  | DDP, DM, SPC, PO                    |                          |
| s.96(1)                           | duty to obtain a permit from the Minister to use and develop its land  | CEO, DDP, DM, SPC                   |                          |
| s.96(2)                           | function of giving consent to other persons to apply to the Minister for a permit to use and develop Council land  | CEO, DDP, DM, SPC                   |                          |
| s.96A(2)                          | power to agree to consider an application for permit concurrently with preparation of proposed amendment   | DDP, DM, SPC                        |                          |
| s.96C                             | power to give notice, to decide not to give notice, to publish notice and to exercise any other power under section 96C  | DDP, DM, SPC                        |                          |
| s.96F                             | duty to consider the panel's report under section 96E  | Not Delegated considered by Council |                          |
| s.96G(1)                          | power to determine to recommend that a permit be granted or to refuse to recommend that a permit be granted and power to notify applicant of the determination (including power to give notice under section 23 of the <i>Planning and Environment (Planning Schemes) Act 1996</i> ) | DDP, DM, SPC                        |                          |
| s.96H(3)                          | power to give notice in compliance with Minister's direction   | DDP, DM, SPC, PO                    |                          |

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| Column 1                          | Column 2  | Column 3                              | Column 4  |
| PROVISION                         | THING DELEGATED   | DELEGATE                              | CONDITIONS & LIMITATIONS  |
| s.96J                             | power to issue permit as directed by the Minister   | DDP, DM, SPC, PO                      |   |
| s.96K                             | duty to comply with direction of the Minister to give notice of refusal   | DDP, DM, SPC, PO                      |   |
| s. 96Z                            | duty to keep levy certificates given to it under ss. 47 or 96A for no less than 5 years from receipt of the certificate     | DDP, DM, SPC, PO                      | Note: this provision is not yet in force and will commence on 1 July 2015 |
| s.97C                             | power to request Minister to decide the application   | Not delegated, considered by Council. |   |
| s.97D(1)                          | duty to comply with directions of Minister to supply any document or assistance relating to application                     | CEO, DDP, DM, SPC                     |   |
| s.97G(3)                          | function of receiving from Minister copy of notice of refusal to grant permit or copy of any permit granted by the Minister | CEO, DDP, DM, SPC                     |   |
| s.97G(6)                          | duty to make a copy of permits issued under section 97F available for inspection  | CEO, DDP, DM, SPC, PO                 |   |
| s.97L                             | duty to include Ministerial decisions in a register kept under section 49   | CEO, DDP, DM, SPC                     |   |
| s.97MH                            | duty to provide information or assistance to the Planning Application Committee   | DDP, DM, SPC                          |   |
| s.97MI                            | duty to contribute to the costs of the Planning Application Committee or subcommittee                                       | DDP, DM, SPC                          |   |


  
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|-----------------------------------|---|-------------------|--------------------------|
| Column 1                          | Column 2  | Column 3          | Column 4                 |
| PROVISION                         | THING DELEGATED   | DELEGATE          | CONDITIONS & LIMITATIONS |
| s.97O                             | duty to consider application and issue or refuse to issue certificate of compliance                                       | DDP, DM, SPC      |                          |
| s.97P(3)                          | duty to comply with directions of VCAT following an application for review of a failure or refusal to issue a certificate | CEO, DDP, DM, SPC |                          |
| s.97Q(2)                          | function of being heard by VCAT at hearing of request for amendment or cancellation of certificate                        | CEO, DDP, DM, SPC |                          |
| s.97Q(4)                          | duty to comply with directions of VCAT  | CEO, DDP, DM, SPC |                          |
| s.97R                             | duty to keep register of all applications for certificate of compliance and related decisions                             | CEO, DDP, DM, SPC |                          |
| s.98(1)&(2)                       | function of receiving claim for compensation in certain circumstances   | CEO, DDP, DM, SPC |                          |
| s.98(4)                           | duty to inform any person of the name of the person from whom compensation can be claimed                                 | CEO, DDP, DM, SPC |                          |
| s.101                             | function of receiving claim for expenses in conjunction with claim  | CEO, DDP, DM, SPC |                          |
| s.103                             | power to reject a claim for compensation in certain circumstances   | CEO, DDP, DM, SPC |                          |
| s.107(1)                          | function of receiving claim for compensation  | CEO, DDP, DM, SPC |                          |

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| Column 1                          | Column 2   | Column 3               | Column 4                 |  |
| PROVISION                         | THING DELEGATED  | DELEGATE               | CONDITIONS & LIMITATIONS |  |
| s.107(3)                          | power to agree to extend time for making claim   | CEO, DDP, DM, SPC      |                          |  |
| s.114(1)                          | power to apply to the VCAT for an enforcement order  | CEO, DDP, DM, SPC      |                          |  |
| s.117(1)(a)                       | function of making a submission to the VCAT where objections are received                                    | CEO, DDP, DM, SPC, PO, |                          |  |
| s.120(1)                          | power to apply for an interim enforcement order where section 114 application has been made                  | CEO, DDP, DM, SPC, PO, |                          |  |
| s.123(1)                          | power to carry out work required by enforcement order and recover costs                                      | DDP, DM, SPC           |                          |  |
| s.123(2)                          | power to sell buildings, materials, etc salvaged in carrying out work under section 123(1)                   | CEO, DDP, DM, SPC      | except Crown Land        |  |
| s.129                             | function of recovering penalties   | DDP, DM, SPC           |                          |  |
| s.130(5)                          | power to allow person served with an infringement notice further time  | CEO, DDP, DM, SPC      |                          |  |
| s.149A(1)                         | power to refer a matter to the VCAT for determination  | CEO                    |                          |  |
| s.149A(1A)                        | power to apply to VCAT for the determination of a matter relating to the interpretation of a s.173 agreement | DDP, DM, SPC           |                          |  |

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|-----------------------------------|---|---------------------------------------|--|
| Column 1                          | Column 2  | Column 3                              | Column 4   |
| PROVISION                         | THING DELEGATED   | DELEGATE                              | CONDITIONS & LIMITATIONS                         |
| s.156                             | duty to pay fees and allowances (including a payment to the Crown under subsection (2A)), and payment or reimbursement for reasonable costs and expenses incurred by the panel in carrying out its functions unless the Minister directs otherwise under subsection (2B) power to ask for contribution under subsection (3) and power to abandon amendment or part of it under subsection (4) | CEO, DDP, DM, SPC                     | where council is the relevant planning authority |
| s.171(2)(f)                       | power to carry out studies and commission reports   | Not delegated, considered by Council. |  |
| s.171(2)(g)                       | power to grant and reserve easements  | Not delegated considered by Council.  |  |
| s.173                             | power to enter into agreement covering matters set out in section 174   | DDP, DI, EPAM, DM, SPC                |  |
| ---                               | power to decide whether something is to the satisfaction of Council, where an agreement made under section 173 of the <i>Planning and Environment Act 1987</i> requires something to be to the satisfaction of Council or Responsible Authority   | DDP, DI, EPAM, DM, SPC                |  |
| ---                               | power to give consent on behalf of Council, where an agreement made under section 173 of the <i>Planning and Environment Act 1987</i> requires that something may not be done without the consent of Council or Responsible Authority   | Not delegated, considered by Council. |  |
| s.177(2)                          | power to end a section 173 agreement with the agreement of all those bound by any covenant in the agreement or otherwise in accordance with Division 2 of Part 9  | Not delegated, considered by Council. |  |

| PLANNING AND ENVIRONMENT ACT 1987 |  |                                       |                          |
|-----------------------------------|--|---------------------------------------|--------------------------|
| Column 1                          | Column 2   | Column 3                              | Column 4                 |
| PROVISION                         | THING DELEGATED  | DELEGATE                              | CONDITIONS & LIMITATIONS |
| s.178                             | power to amend a s.173 agreement with the agreement of all those bound by any covenant in the agreement or otherwise in accordance with Division 2 of Part 9 | Not delegated, considered by Council. |                          |
| s.178A(1)                         | function of receiving application to amend or end an agreement   | CEO, DDP                              |                          |
| s.178A(3)                         | function of notifying the owner as to whether it agrees in principle to the proposal under s.178A(1)   | DDP                                   |                          |
| s.178A(4)                         | function of notifying the applicant and the owner as to whether it agrees in principle to the proposal   | CEO, DDP                              |                          |
| s.178A(5)                         | power to propose to amend or end an agreement  | CEO, DDP                              |                          |
| s.178B(1)                         | duty to consider certain matters when considering proposal to amend an agreement   | DDP, DM, SPC                          |                          |
| s.178B(2)                         | duty to consider certain matters when considering proposal to end an agreement   | DDP, DM, SPC                          |                          |
| s.178C(2)                         | duty to give notice of the proposal to all parties to the agreement and other persons who may be detrimentally affected by decision to amend or end          | DDP, DM, SPC                          |                          |
| s.178C(4)                         | function of determining how to give notice under s.178C(2)   | DDP, DM, SPC                          |                          |
| s.178E(1)                         | duty not to make decision until after 14 days after notice has been given  | CEO, DDP                              |                          |

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|-----------------------------------|---|----------|---|
| Column 1                          | Column 2  | Column 3 | Column 4  |
| PROVISION                         | THING DELEGATED   | DELEGATE | CONDITIONS & LIMITATIONS  |
| s.178E(2)(a)                      | power to amend or end the agreement in accordance with the proposal                                   | CEO, DDP | If no objections are made under s.178D<br>Must consider matters in s.178B |
| s.178E(2)(b)                      | power to amend or end the agreement in a manner that is not substantively different from the proposal | CEO, DDP | If no objections are made under s.178D<br>Must consider matters in s.178B |
| s.178E(2)(c)                      | power to refuse to amend or end the agreement   | CEO, DDP | If no objections are made under s.178D<br>Must consider matters in s.178B |
| s.178E(3)(a)                      | power to amend or end the agreement in accordance with the proposal                                   | CEO, DDP | After considering objections, submissions and matters in s.178B           |
| s.178E(3)(b)                      | power to amend or end the agreement in a manner that is not substantively different from the proposal | CEO, DDP | After considering objections, submissions and matters in s.178B           |
| s.178E(3)(c)                      | power to amend or end the agreement in a manner that is substantively different from the proposal     | CEO, DDP | After considering objections, submissions and matters in s.178B           |
| s.178E(3)(d)                      | power to refuse to amend or end the agreement   | CEO      | After considering objections, submissions and matters in s.178B           |
| s.178F(1)                         | duty to give notice of its decision under s.178E(3)(a) or (b)   | CEO, DDP |   |
| s.178F(2)                         | duty to give notice of its decision under s.178E(2)(c) or (3)(d)                                      | CEO, DDP |   |

| PLANNING AND ENVIRONMENT ACT 1987 |  |                   |                          |  |
|-----------------------------------|--|-------------------|--------------------------|--|
| Column 1                          | Column 2   | Column 3          | Column 4                 |  |
| PROVISION                         | THING DELEGATED  | DELEGATE          | CONDITIONS & LIMITATIONS |  |
| s.178F(4)                         | duty not to proceed to amend or end an agreement under s.178E until at least 21 days after notice has been given or until an application for review to the Tribunal has been determined or withdrawn | CEO, DDP          |                          |  |
| s.178G                            | duty to sign amended agreement and give copy to each other party to the agreement  | CEO               |                          |  |
| s.178H                            | power to require a person who applies to amend or end an agreement to pay the costs of giving notices and preparing the amended agreement  | CEO, DDP          |                          |  |
| s.178I(3)                         | duty to notify, in writing, each party to the agreement of the ending of the agreement relating to Crown land  | CEO, DDP          |                          |  |
| s.179(2)                          | duty to make available for inspection copy agreement   | DDP, PO, DM, PC   |                          |  |
| s.181                             | duty to apply to the Registrar of Titles to record the agreement and to deliver a memorial to Registrar-General  | DDP, DM, SPC      |                          |  |
| s.181(1A)(a)                      | power to apply to the Registrar of Titles to record the agreement  | DDP, DM, SPC      |                          |  |
| s.181(1A)(b)                      | duty to apply to the Registrar of Titles, without delay, to record the agreement   | DDP, DM, SPC      |                          |  |
| s.182                             | power to enforce an agreement  | CEO, DDP, DM, SPC |                          |  |
| s.183                             | duty to tell Registrar of Titles of ending/amendment of agreement  | DDP, DM, SPC, PO, |                          |  |

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| PLANNING AND ENVIRONMENT ACT 1987 |   |                   |                          |
|-----------------------------------|---|-------------------|--------------------------|
| Column 1                          | Column 2  | Column 3          | Column 4                 |
| PROVISION                         | THING DELEGATED   | DELEGATE          | CONDITIONS & LIMITATIONS |
| s.184F(1)                         | power to decide to amend or end an agreement at any time after an application for review of the failure of Council to make a decision   | CEO, DDP          |                          |
| s.184F(2)                         | duty not to amend or end the agreement or give notice of the decision after an application is made to VCAT for review of a failure to amend or end an agreement                                   | CEO, DDP          |                          |
| s.184F(3)                         | duty to inform the principal registrar if the responsible authority decides to amend or end an agreement after an application is made for the review of its failure to end or amend the agreement | DDP, DM, SPC      |                          |
| s.184F(5)                         | function of receiving advice from the principal registrar that the agreement may be amended or ended in accordance with Council's decision  | DDP, DM, SPC      |                          |
| s.184G(2)                         | duty to comply with a direction of the Tribunal   | DDP, DM, SPC      |                          |
| s.184G(3)                         | duty to give notice as directed by the Tribunal   | DDP, DM, SPC      |                          |
| s.198(1)                          | function to receive application for planning certificate  | DDP, DM, SPC, PO, |                          |
| s.199(1)                          | duty to give planning certificate to applicant  | DDP, DM, SPC, PO  |                          |
| s.201(1)                          | function of receiving application for declaration of underlying zoning  | DDP, DM, SPC, PO  |                          |
| s.201(3)                          | duty to make declaration  | DDP, DM, SPC      |                          |

| PLANNING AND ENVIRONMENT ACT 1987 |  |                  |                          |  |
|-----------------------------------|--|------------------|--------------------------|--|
| Column 1                          | Column 2   | Column 3         | Column 4                 |  |
| PROVISION                         | THING DELEGATED  | DELEGATE         | CONDITIONS & LIMITATIONS |  |
| -                                 | power to decide, in relation to any planning scheme or permit, that a specified thing has or has not been done to the satisfaction of Council        | DDP, DM, SPC, PO |                          |  |
|                                   | power, in relation to any planning scheme or permit, to consent or refuse to consent to any matter which requires the consent or approval of Council | DDP, DM, SPC, PO |                          |  |
|                                   | power to approve any plan or any amendment to a plan or other document in accordance with a provision of a planning scheme or condition in a permit  | DDP, DM, SPC, PO |                          |  |
| -                                 | power to give written authorisation in accordance with a provision of a planning scheme  | DDP, DM, SPC, PO |                          |  |
| s.201 UAB(1)                      | function of providing the Growth Areas Authority with information relating to any land within municipal district                                     | Not Applicable   |                          |  |
| s.201 UAB(2)                      | duty to provide the Growth Areas Authority with information requested under subsection (1) as soon as possible                                       | Not Applicable   |                          |  |

| RAIL SAFETY (LOCAL OPERATIONS) ACT 2006 |  |          |   |
|---|--|----------|---|
| Column 1                                | Column 2   | Column 3 | Column 4  |
| PROVISION                               | THING DELEGATED  | DELEGATE | CONDITIONS AND LIMITATIONS  |
| s.33                                    | duty to comply with a direction of the Safety Director under this section  | DI, EPAM | where council is a utility under section 3                                    |
| s.33A                                   | duty to comply with a direction of the Safety Director to give effect to arrangements under this section   | DI, EPAM | duty of council as a road authority under the <i>Road Management Act 2004</i> |
| s.34                                    | duty to comply with a direction of the Safety Director to alter, demolish or take away works carried out contrary to a direction under section 33(1) | DI, EPAM | where council is a utility under section 3                                    |
| s.34C(2)                                | function of entering into safety interface agreements with rail infrastructure manager   | DI, EPAM | where council is the relevant road authority                                  |
| s.34D(1)                                | function of working in conjunction with rail infrastructure manager in determining whether risks to safety need to be managed                        | DI, EPAM | where council is the relevant road authority                                  |
| s.34D(2)                                | function of receiving written notice of opinion  | DI       | where council is the relevant road authority                                  |
| s.34D(4)                                | function of entering into safety interface agreement with infrastructure manager   | DI, EPAM | where council is the relevant road authority                                  |
| s.34E(1)(a)                             | duty to identify and assess risks to safety  | DI, EPAM | where council is the relevant road authority                                  |
| s.34E(1)(b)                             | duty to determine measures to manage any risks identified and assessed having regard to items set out in section 34E(2)(a)-(c)                       | DI, EPAM | where council is the relevant road authority                                  |

| RAIL SAFETY (LOCAL OPERATIONS) ACT 2006 |  |          |  |
|---|--|----------|--|
| Column 1                                | Column 2   | Column 3 | Column 4                                     |
| PROVISION                               | THING DELEGATED  | DELEGATE | CONDITIONS AND LIMITATIONS                   |
| s.34E(3)                                | duty to seek to enter into a safety interface agreement with rail infrastructure manager   | DI, EPAM | where council is the relevant road authority |
| s.34F(1)(a)                             | duty to identify and assess risks to safety, if written notice has been received under section 34D(2)(a)                                 | EPAM, WM | where council is the relevant road authority |
| s.34F(1)(b)                             | duty to determine measures to manage any risks identified and assessed, if written notice has been received under section 34D(2)(a)      | DI, EPAM | where council is the relevant road authority |
| s.34F(2)                                | duty to seek to enter into a safety interface agreement with rail infrastructure manager   | DI, EPAM | where council is the relevant road authority |
| s.34H                                   | power to identify and assess risks to safety as required under sections 34B, 34C, 34D, 34E or 34F in accordance with subsections (a)-(c) | EPAM, WM | where council is the relevant road authority |
| s.34I                                   | function of entering into safety interface agreements  | DI, EPAM | where council is the relevant road authority |
| s.34J(2)                                | function of receiving notice from Safety Director  | EPAM, WM | where council is the relevant road authority |
| s.34J(7)                                | duty to comply with a direction of the Safety Director given under section 34J(5)  | EPAM, WM | where council is the relevant road authority |
| s.34K(2)                                | duty to maintain a register of items set out in subsections (a)-(b)  | EPAM, WM | where council is the relevant road authority |

| RESIDENTIAL TENANCIES ACT 1997 |   |                 |                               |
|--------------------------------|---|-----------------|-------------------------------|
| Column 1                       | Column 2  | Column 3        | Column 4                      |
| PROVISION                      | THING DELEGATED   | DELEGATE        | CONDITIONS & LIMITATIONS      |
| s.142D                         | function of receiving notice regarding an unregistered rooming house  | DDP, PHRSC      |                               |
| s.142G(1)                      | duty to enter required information in Rooming House Register for each rooming house in municipal district                                   | DDP, PHRSC, MBS |                               |
| s.142G(2)                      | power to enter certain information in the Rooming House Register  | DDP, PHRSC, MBS |                               |
| s.142I(2)                      | power to amend or revoke an entry in the Rooming House Register if necessary to maintain the accuracy of the entry                          | DDP, PHRSC, MBS |                               |
| s.252                          | power to give tenant a notice to vacate rented premises if subsection (1) applies   | DDP, PHRSC, MBS | where council is the landlord |
| s.262(1)                       | power to give tenant a notice to vacate rented premises   | DDP, PHRSC, MBS | where council is the landlord |
| s.262(3)                       | power to publish its criteria for eligibility for the provision of housing by council   | DDP, PHRSC, MBS |                               |
| s.518F                         | power to issue notice to caravan park regarding emergency management plan if determined that the plan does not comply with the requirements | DDP, PHRSC, MBS |                               |
| s.522(1)                       | power to give a compliance notice to a person   | PHRSC, EHO MBS  |                               |

| RESIDENTIAL TENANCIES ACT 1997 |  |                 |                          |
|--------------------------------|--|-----------------|--------------------------|
| Column 1                       | Column 2   | Column 3        | Column 4                 |
| PROVISION                      | THING DELEGATED  | DELEGATE        | CONDITIONS & LIMITATIONS |
| s.525(2)                       | power to authorise an officer to exercise powers in section 526 (either generally or in a particular case) | CEO             |                          |
| s.525(4)                       | duty to issue identity card to authorised officers   | CEO             |                          |
| s.526(5)                       | duty to keep record of entry by authorised officer under section 526                                       | PHRSC, EHO, MBS |                          |
| s.526A(3)                      | function of receiving report of inspection   | PHRSC, EHO, MBS |                          |
| s.527                          | power to authorise a person to institute proceedings (either generally or in a particular case)            | PHRSC, EHO, MBS |                          |

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| ROAD MANAGEMENT ACT 2004 |  |                                       |  |
|--------------------------|--|---------------------------------------|--|
| Column 1                 | Column 2   | Column 3                              | Column 4   |
| PROVISION                | THING DELEGATED  | DELEGATE                              | CONDITIONS & LIMITATIONS   |
| s.11(1)                  | power to declare a road by publishing a notice in the Government Gazette                     | Not delegated considered by Council.  | obtain consent in circumstances specified in section 11(2)   |
| s.11(8)                  | power to name a road or change the name of a road by publishing notice in Government Gazette | Not delegated considered by Council.  |  |
| s.11(9)(b)               | duty to advise Registrar   | DI, AC, EPAM                          |  |
| s.11(10)                 | duty to inform Secretary to Department of Sustainability and Environment of declaration etc. | DI, AC, EPAM                          | clause subject to section 11(10A)  |
| s.11(10A)                | duty to inform Secretary to Department of Sustainability and Environment or nominated person | DI, AC, EPAM                          | where council is the coordinating road authority   |
| s.12(2)                  | power to discontinue road or part of a road  | DI, AC, EPAM                          | where council is the coordinating road authority   |
| s.12(4)                  | power to publish, and provide copy, notice of proposed discontinuance                        | Not delegated, considered by Council. | power of coordinating road authority where it is the discontinuing body unless subsection (11) applies |
| s.12(5)                  | duty to consider written submissions received within 28 days of notice                       | DI, AC, EPAM                          | duty of coordinating road authority where it is the discontinuing body unless subsection (11) applies  |

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| ROAD MANAGEMENT ACT 2004 |  |                   |  |
|--------------------------|--|-------------------|--|
| Column 1                 | Column 2   | Column 3          | Column 4   |
| PROVISION                | THING DELEGATED  | DELEGATE          | CONDITIONS & LIMITATIONS   |
| s.12(6)                  | function of hearing a person in support of their written submission  | DI, AC, EPAM      | function of coordinating road authority where it is the discontinuing body<br>unless subsection (11) applies   |
| s.12(7)                  | duty to fix day, time and place of meeting under subsection (6) and to give notice   | DI, AC, EPAM      | duty of coordinating road authority where it is the discontinuing body<br>unless subsection (11) applies   |
| s.12(10)                 | duty to notify of decision made  | DI, AC, EPAM      | duty of coordinating road authority where it is the discontinuing body<br>does not apply where an exemption is specified by the regulations or given by the Minister |
| s.13(1)                  | power to fix a boundary of a road by publishing notice in Government Gazette   | DI, AC, EPAM      | power of coordinating road authority and obtain consent under section 13(3) and section 13(4) as appropriate   |
| s.14(4)                  | function of receiving notice from VicRoads   | CEO, DI           |  |
| s.14(7)                  | power to appeal against decision of VicRoads   | DI, AC, EPAM      |  |
| s.15(1)                  | power to enter into arrangement with another road authority, utility or a provider of public transport to transfer a road management function of the road authority to the other road authority, utility or provider of public transport | CEO, DI, AC, EPAM |  |
| s.15(1A)                 | power to enter into arrangement with a utility to transfer a road management function of the utility to the road authority   | CEO, DI, AC, EPAM |  |
| s.15(2)                  | duty to include details of arrangement in public roads register  | DI, AC, EPAM      |  |



| ROAD MANAGEMENT ACT 2004 |   |                                       |  |
|--------------------------|---|---------------------------------------|--|
| Column 1                 | Column 2  | Column 3                              | Column 4   |
| PROVISION                | THING DELEGATED   | DELEGATE                              | CONDITIONS & LIMITATIONS   |
| s.16(7)                  | power to enter into an arrangement under section 15   | CEO, DI, AC, EPAM                     |  |
| s.16(8)                  | duty to enter details of determination in public roads register                                     | DI, AC, EPAM                          |  |
| s.17(2)                  | duty to register public road in public roads register   | DI, AC, EPAM                          | where council is the coordinating road authority   |
| s.17(3)                  | power to decide that a road is reasonably required for general public use                           | DI, AC, EPAM                          | where council is the coordinating road authority   |
| s.17(3)                  | duty to register a road reasonably required for general public use in public roads register         | DI, AC, EPAM                          | where council is the coordinating road authority   |
| s.17(4)                  | power to decide that a road is no longer reasonably required for general public use                 | Not delegated, considered by Council. | where council is the coordinating road authority   |
| s.17(4)                  | duty to remove road no longer reasonably required for general public use from public roads register | EPAM, TOS, AC                         | where council is the coordinating road authority   |
| s.18(1)                  | power to designate ancillary area   | DI, AC, EPAM                          | where council is the coordinating road authority, and obtain consent in circumstances specified in section 18(2) |
| s.18(3)                  | duty to record designation in public roads register   | DI, AC, EPAM                          | where council is the coordinating road authority   |
| s.19(1)                  | duty to keep register of public roads in respect of which it is the coordinating road authority     | DI, AC, EPAM                          |  |

| ROAD MANAGEMENT ACT 2004 |  |  |                   |  |
|--------------------------|--|--|-------------------|--|
| Column 1                 | Column 2   |  | Column 3          | Column 4   |
| PROVISION                | THING DELEGATED  |  | DELEGATE          | CONDITIONS & LIMITATIONS   |
| s.19(4)                  | duty to specify details of discontinuance in public roads register   |  | DI, AC, EPAM      |  |
| s.19(5)                  | duty to ensure public roads register is available for public inspection  |  | DI, AC, EPAM      |  |
| s.21                     | function of replying to request for information or advice  |  | CEO, DI, AC, EPAM | obtain consent in circumstances specified in section 11(2)       |
| s.22(2)                  | function of commenting on proposed direction   |  | CEO, DI, AC, EPAM |  |
| s.22(4)                  | duty to publish a copy or summary of any direction made under section 22 by the Minister in its annual report. |  | CEO, DI, AC, EPAM |  |
| s.22(5)                  | duty to give effect to a direction under this section.   |  | DI, EPAM          |  |
| s.40(1)                  | duty to inspect, maintain and repair a public road.  |  | DI, AC, EPAM      |  |
| s.40(5)                  | power to inspect, maintain and repair a road which is not a public road  |  | DI, AC, EPAM      |  |
| s.41(1)                  | power to determine the standard of construction, inspection, maintenance and repair                            |  | AC, EPAM          |  |
| s.42(1)                  | power to declare a public road as a controlled access road   |  | DI, AC, EPAM      | power of coordinating road authority and Schedule 2 also applies |
| s.42(2)                  | power to amend or revoke declaration by notice published in Government Gazette                                 |  | DI, AC, EPAM      | power of coordinating road authority and Schedule 2 also applies |

| ROAD MANAGEMENT ACT 2004 |  |                                       |   |
|--------------------------|--|---------------------------------------|---|
| Column 1                 | Column 2   | Column 3                              | Column 4  |
| PROVISION                | THING DELEGATED  | DELEGATE                              | CONDITIONS & LIMITATIONS  |
| s.42A(3)                 | duty to consult with VicRoads before road is specified   | DI, AC, EPAM                          | where council is the coordinating road authority if road is a municipal road or part thereof  |
| s.42A(4)                 | power to approve Minister's decision to specify a road as a specified freight road   | DI, AC, EPAM                          | where council is the coordinating road authority if road is a municipal road or part thereof and where road is to be specified a freight road |
| s.48EA                   | duty to notify the owner or occupier of land and provider of public transport on which rail infrastructure or rolling stock is located (and any relevant provider of public transport) | DI, AC, EPAM                          | where council is the responsible road authority, infrastructure manager or works manager  |
| s.48M(3)                 | function of consulting with the Secretary for purposes of developing guidelines under section 48M  | DI, AC, EPAM                          |   |
| s.48N                    | duty to notify the Secretary of the location of the bus stopping point and the action taken by council   | DI, AC, EPAM                          |   |
| s.49                     | power to develop and publish a road management plan  | DI, AC, EPAM                          |   |
| s.51                     | power to determine standards by incorporating the standards in a road management plan  | DI, AC, EPAM                          |   |
| s.53(2)                  | power to cause notice to be published in Government Gazette of amendment etc of document in road management plan   | Not delegated, considered by Council. |   |
| s.54(2)                  | duty to give notice of proposal to make a road management plan   | DI, AC, EPAM                          |   |

| ROAD MANAGEMENT ACT 2004 |  |  |                   |  |
|--------------------------|--|--|-------------------|--|
| Column 1                 | Column 2   |  | Column 3          | Column 4   |
| PROVISION                | THING DELEGATED  |  | DELEGATE          | CONDITIONS & LIMITATIONS                                     |
| s.54(5)                  | duty to conduct a review of road management plan at prescribed intervals                             |  | DI, AC, EPAM      |  |
| s.54(6)                  | power to amend road management plan  |  | DI, AC, EPAM      |  |
| s.54(7)                  | duty to incorporate the amendments into the road management plan                                     |  | DI, AC, EPAM      |  |
| s.55(1)                  | duty to cause notice of road management plan to be published in Government Gazette and newspaper     |  | DI, AC, EPAM      |  |
| s.63(1)                  | power to consent to conduct of works on road   |  | DI, AC, EPAM      | where council is the coordinating road authority             |
| s.63(2)(e)               | power to conduct or to authorise the conduct of works in, on, under or over a road in an emergency   |  | DI, AC, EPAM      | where council is the infrastructure manager                  |
| s.64(1)                  | duty to comply with clause 13 of Schedule 7  |  | DI, AC, EPAM      | where council is the infrastructure manager or works manager |
| s.66(1)                  | power to consent to structure etc  |  | DI, AC, EPAM      | where council is the coordinating road authority             |
| s.67(2)                  | function of receiving the name & address of the person responsible for distributing the sign or bill |  | DI, AC, EPAM      | where council is the coordinating road authority             |
| s.67(3)                  | power to request information   |  | DI, AC, EPAM      | where council is the coordinating road authority             |
| s.68(2)                  | power to request information   |  | DI, AC, EPAM      | where council is the coordinating road authority             |
| s.71(3)                  | power to appoint an authorised officer   |  | CEO, DI, AC, EPAM |  |

| ROAD MANAGEMENT ACT 2004 |  |                   |                          |
|--------------------------|--|-------------------|--------------------------|
| Column 1                 | Column 2   | Column 3          | Column 4                 |
| PROVISION                | THING DELEGATED  | DELEGATE          | CONDITIONS & LIMITATIONS |
| s.72                     | duty to issue an identity card to each authorised officer  | CEO               |                          |
| s.85                     | function of receiving report from authorised officer   | DI, AC, EPAM      |                          |
| s.86                     | duty to keep register re section 85 matters  | DI, AC, EPAM      |                          |
| s.87(1)                  | function of receiving complaints   | DI, AC, EPAM      |                          |
| s.87(2)                  | duty to investigate complaint and provide report   | CEO, DI, AC, EPAM |                          |
| s.112(2)                 | power to recover damages in court  | CEO, DI, AC, EPAM |                          |
| s.116                    | power to cause or carry out inspection   | DI, AC, EPAM      |                          |
| s.119(2)                 | function of consulting with VicRoads   | DI, AC, EPAM      |                          |
| s.120(1)                 | power to exercise road management functions on an arterial road (with the consent of VicRoads)                   | DI, EPAM          |                          |
| s.120(2)                 | duty to seek consent of VicRoads to exercise road management functions before exercising power in section 120(1) | DI, AC, EPAM      |                          |
| s.121(1)                 | power to enter into an agreement in respect of works   | DI, AC, EPAM      |                          |
| s.122(1)                 | power to charge and recover fees   | DI, AC, EPAM      |                          |
| s.123(1)                 | power to charge for any service  | DI, AC, EPAM      |                          |

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| ROAD MANAGEMENT ACT 2004   |  |                                       |  |
|----------------------------|--|---------------------------------------|--|
| Column 1                   | Column 2   | Column 3                              | Column 4   |
| PROVISION                  | THING DELEGATED  | DELEGATE                              | CONDITIONS & LIMITATIONS                                     |
| Schedule 2<br>Clause 2(1)  | power to make a decision in respect of controlled access roads   | Not delegated, considered by Council. |  |
| Schedule 2<br>Clause 3(1)  | duty to make policy about controlled access roads  | Not delegated, considered by Council. |  |
| Schedule 2<br>Clause 3(2)  | power to amend, revoke or substitute policy about controlled access roads  | Not delegated, considered by Council. |  |
| Schedule 2<br>Clause 4     | function of receiving details of proposal from VicRoads  | DI, AC, EPAM                          |  |
| Schedule 2<br>Clause 5     | duty to publish notice of declaration  | DI, AC, EPAM                          |  |
| Schedule 7,<br>Clause 7(1) | duty to give notice to relevant coordinating road authority of proposed installation of non-road infrastructure or related works on a road reserve   | DI, AC, EPAM                          | where council is the infrastructure manager or works manager |
| Schedule 7,<br>Clause 8(1) | duty to give notice to any other infrastructure manager or works manager responsible for any non-road infrastructure in the area, that could be affected by any proposed installation of infrastructure or related works on a road or road reserve of any road | DI, AC, EPAM                          | where council is the infrastructure manager or works manager |

| ROAD MANAGEMENT ACT 2004 |  |              |  |
|--------------------------|--|--------------|--|
| Column 1                 | Column 2   | Column 3     | Column 4   |
| PROVISION                | THING DELEGATED  | DELEGATE     | CONDITIONS & LIMITATIONS   |
| Schedule 7, Clause 9(1)  | duty to comply with request for information from a coordinating road authority, an infrastructure manager or a works manager responsible for existing or proposed infrastructure in relation to the location of any non-road infrastructure and technical advice or assistance in conduct of works | DI, AC, EPAM | where council is the infrastructure manager or works manager responsible for non-road infrastructure |
| Schedule 7, Clause 9(2)  | duty to give information to another infrastructure manager or works manager where becomes aware any infrastructure or works are not in the location shown on records, appear to be in an unsafe condition or appear to need maintenance  | DI, AC, EPAM | where council is the infrastructure manager or works manager   |
| Schedule 7, Clause 10(2) | where Schedule 7 Clause 10(1) applies, duty to, where possible, conduct appropriate consultation with persons likely to be significantly affected  | DI, AC, EPAM | where council is the infrastructure manager or works manager   |
| Schedule 7 Clause 12(2)  | power to direct infrastructure manager or works manager to conduct reinstatement works   | DI, AC, EPAM | where council is the coordinating road authority   |
| Schedule 7 Clause 12(3)  | power to take measures to ensure reinstatement works are completed   | DI, AC, EPAM | where council is the coordinating road authority   |
| Schedule 7 Clause 12(4)  | duty to ensure that works are conducted by an appropriately qualified person   | DI, AC, EPAM | where council is the coordinating road authority   |
| Schedule 7 Clause 12(5)  | power to recover costs   | DI, AC, EPAM | where council is the coordinating road authority   |
| Schedule 7, Clause 13(1) | duty to notify relevant coordinating road authority within 7 days that works have been completed, subject to Schedule 7, Clause 13(2)  | DI, AC, EPAM | where council is the works manager   |

| ROAD MANAGEMENT ACT 2004    |   |  |              |   |
|-----------------------------|---|--|--------------|---|
| Column 1                    | Column 2  |  | Column 3     | Column 4  |
| PROVISION                   | THING DELEGATED   |  | DELEGATE     | CONDITIONS & LIMITATIONS  |
| Schedule 7<br>Clause 13(2)  | power to vary notice period   |  | DI, AC, EPAM | where council is the coordinating road authority  |
| Schedule 7,<br>Clause 13(3) | duty to ensure works manager has complied with obligation to give notice under Schedule 7, Clause 13(1) |  | DI, AC, EPAM | where council is the infrastructure manager   |
| Schedule 7<br>Clause 16(1)  | power to consent to proposed works  |  | DI, AC, EPAM | where council is the coordinating road authority  |
| Schedule 7<br>Clause 16(4)  | duty to consult   |  | DI, AC, EPAM | where council is the coordinating road authority, responsible authority or infrastructure manager |
| Schedule 7<br>Clause 16(5)  | power to consent to proposed works  |  | DI, AC, EPAM | where council is the coordinating road authority  |
| Schedule 7<br>Clause 16(6)  | power to set reasonable conditions on consent   |  | DI, AC, EPAM | where council is the coordinating road authority  |
| Schedule 7<br>Clause 16(8)  | power to include consents and conditions  |  | DI, AC, EPAM | where council is the coordinating road authority  |
| Schedule 7<br>Clause 17(2)  | power to refuse to give consent and duty to give reasons for refusal                                    |  | DI, AC, EPAM | where council is the coordinating road authority  |
| Schedule 7<br>Clause 18(1)  | power to enter into an agreement  |  | DI, AC, EPAM | where council is the coordinating road authority  |
| Schedule 7<br>Clause 19(1)  | power to give notice requiring rectification of works   |  | DI, AC, EPAM | where council is the coordinating road authority  |




  
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| ROAD MANAGEMENT ACT 2004                     |  |  |              |   |
|--|--|--|--------------|---|
| Column 1                                     | Column 2   |  | Column 3     | Column 4  |
| PROVISION                                    | THING DELEGATED  |  | DELEGATE     | CONDITIONS & LIMITATIONS  |
| Schedule 7<br>Clause 19(2)<br>& (3)          | power to conduct the rectification works or engage a person to conduct the rectification works and power to recover costs incurred       |  | DI, AC, EPAM | where council is the coordinating road authority  |
| Schedule 7<br>Clause 20(1)                   | power to require removal, relocation, replacement or upgrade of existing non-road infrastructure   |  | DI, AC, EPAM | where council is the coordinating road authority  |
| Schedule 7A<br>Clause 2                      | power to cause street lights to be installed on roads  |  | DI, AC, EPAM | power of responsible road authority where it is the coordinating road authority or responsible road authority in respect of the road                                  |
| Schedule 7A<br>Clause 3(1)(d)                | duty to pay installation and operation costs of street lighting - where road is not an arterial road                                     |  | DI, AC, EPAM | where council is the responsible road authority   |
| Schedule 7A<br>Clause 3(1)(e)                | duty to pay installation and operation costs of street lighting - where road is a service road on an arterial road and adjacent areas    |  | DI, AC, EPAM | where council is the responsible road authority   |
| Schedule 7A<br>Clause 3(1)(f),<br>(3)(1)(f), | duty to pay installation and percentage of operation costs of street lighting - for arterial roads in accordance with clauses 3(2) and 4 |  | DI, AC, EPAM | duty of council as responsible road authority that installed the light (re: installation costs) and where council is relevant municipal council (re: operating costs) |

| PLANNING AND ENVIRONMENT REGULATIONS 2015 |   |                   |   |
|---|---|-------------------|---|
| Column 1                                  | Column 2  | Column 3          | Column 4  |
| PROVISION                                 | THING DELEGATED   | DELEGATE          | CONDITIONS AND LIMITATIONS  |
| r. 6                                      | function of receiving notice, under section 19(1)(c) of the Act, from a planning authority of its preparation of an amendment to a planning scheme  | DDP, DM           | where Council is not the planning authority and the amendment affects land within its municipal district; or where the amendment will amend the planning scheme to designate Council as an acquiring authority.       |
| r.21                                      | power of responsible authority to require a permit applicant to verify information (by statutory declaration or other written confirmation satisfactory to the responsible authority) in an application for a permit or to amend a permit or any information provided under section 54 of the Act | CEO, DDP, DM, SPC |   |
| r.25(a)                                   | duty to make copy of matter considered under section 60(1A)(g) available for inspection free of charge  |                   | where Council is the responsible authority  |
| r.25(b))                                  | function of receiving a copy of any document considered under section 60(1A)(g) by the responsible authority and duty to make the document available for inspection free of charge  |                   | where Council is not the responsible authority but the relevant land is within Council's municipal district   |
| r.42                                      | function of receiving notice under section 96C(1)(c) of the Act from a planning authority of its preparation of a combined application for an amendment to a planning scheme and notice of a permit application   | DDP, DM           | where Council is not the planning authority and the amendment affects land within Council's municipal district; or where the amendment will amend the planning scheme to designate Council as an acquiring authority. |


  
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| <b>PLANNING AND ENVIRONMENT (FEES) INTERIM REGULATIONS 2014</b> |  |                   |                                   |
|---|--|-------------------|-----------------------------------|
| <i>Note: these Regulations expire on 16 October 2015</i>        |  |                   |                                   |
| <b>Column 1</b>   | <b>Column 2</b>  | <b>Column 3</b>   | <b>Column 4</b>                   |
| <b>PROVISION</b>  | <b>THING DELEGATED</b>   | <b>DELEGATE</b>   | <b>CONDITIONS AND LIMITATIONS</b> |
| r.16  | power to waive or rebate a fee other than a fee relating to an amendment to a planning scheme                                | CEO, DDP, DM, SPC |                                   |
| r.17  | power to waive or rebate a fee relating to an amendment of a planning scheme   | CEO, DDP, DM, SPC |                                   |
| r.18  | duty to record matters taken into account and which formed the basis of a decision to waive or rebate a fee under r.16 or 17 | DM, SPC           |                                   |


  
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| RESIDENTIAL TENANCIES (CARAVAN PARKS AND MOVABLE DWELLINGS REGISTRATION AND STANDARDS) REGULATIONS 2010 |   |                                      |                          |
|---|---|--------------------------------------|--------------------------|
| Column 1  | Column 2  | Column 3                             | Column 4                 |
| PROVISION   | THING DELEGATED   | DELEGATE                             | CONDITIONS & LIMITATIONS |
| r.7   | function of entering into a written agreement with a caravan park owner   | DDP, PHRSC                           |                          |
| r.11  | function of receiving application for registration  | PHRSC, EHO                           |                          |
| r.13(1)   | duty to grant the registration if satisfied that the caravan park complies with these regulations                 | DDP, PHRSC, EHO                      |                          |
| r.13(2)   | duty to renew the registration if satisfied that the caravan park complies with these regulations                 | PHRSC, EHO                           |                          |
| r.13(2)   | power to refuse to renew the registration if not satisfied that the caravan park complies with these regulations  | DDP, PHRSC, EHO                      |                          |
| r.13(4) & (5)   | duty to issue certificate of registration   | PHRSC, EHO                           |                          |
| r.15(1)   | function of receiving notice of transfer of ownership   | PHRSC, EHO                           |                          |
| r.15(3)   | power to determine where notice of transfer is displayed  | PHRSC, EHO                           |                          |
| r.16(1)   | duty to transfer registration to new caravan park owner   | PHRSC, EHO                           |                          |
| r.16(2)   | duty to issue a certificate of transfer of registration   | Set by Legislation<br>Not Applicable |                          |
| r.17(1)   | power to determine the fee to accompany applications for registration or applications for renewal of registration | PHRSC, EHO                           |                          |


  
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| RESIDENTIAL TENANCIES (CARAVAN PARKS AND MOVABLE DWELLINGS REGISTRATION AND STANDARDS) REGULATIONS 2010 |  |                            |                          |
|---|--|----------------------------|--------------------------|
| Column 1  | Column 2   | Column 3                   | Column 4                 |
| PROVISION   | THING DELEGATED  | DELEGATE                   | CONDITIONS & LIMITATIONS |
| r.18  | duty to keep register of caravan parks   | PHRSC, EHO                 |                          |
| r.19(4)   | power to determine where the emergency contact person's details are displayed  | DDP, PHRSC, EHO            |                          |
| r.19(6)   | power to determine where certain information is displayed  | DDP, PHRSC, EHO            |                          |
| r.22A(1)  | duty to notify a caravan park owner of the relevant emergency services agencies for the caravan park, on the request of the caravan park owner | DDP, PHRSC, EHO, CSO       |                          |
| r.22A(2)  | duty to consult with relevant emergency services agencies  | DDP, MERO, MFPO            |                          |
| r.23  | power to determine places in which caravan park owner must display a copy of emergency procedures  | DDP, PHRSC, EHO            |                          |
| r.24  | power to determine places in which caravan park owner must display copy of public emergency warnings   | DDP, EPAM, PHRSC, EHO      |                          |
| r.25(3)   | duty to consult with relevant floodplain management authority  | DDP, SPC, PHRSC, EHO       |                          |
| r.26  | duty to have regard to any report of the relevant fire authority   | DDP, EPAM, MBS, PHRSC, EHO |                          |
| r.28(c)   | power to approve system for the collection, removal and disposal of sewage and waste water from a movable dwelling                             | DDP, PHRSC, EHO            |                          |

S6. Instrument of Delegation – Members of Staff

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| RESIDENTIAL TENANCIES (CARAVAN PARKS AND MOVABLE DWELLINGS REGISTRATION AND STANDARDS) REGULATIONS 2010 |   |                      |                          |
|---|---|----------------------|--------------------------|
| Column 1  | Column 2  | Column 3             | Column 4                 |
| PROVISION   | THING DELEGATED   | DELEGATE             | CONDITIONS & LIMITATIONS |
| r.39  | function of receiving notice of proposed installation of unregistrable movable dwelling or rigid annexe | DDP, MBS, PHRSC, EHO |                          |
| r.39(b)   | power to require notice of proposal to install unregistrable movable dwelling or rigid annexe           | DDP, MBS, PHRSC, EHO |                          |
| r.40(4)   | function of receiving installation certificate  | DDP, PHRSC, EHO      |                          |
| r.42  | power to approve use of a non-habitable structure as a dwelling or part of a dwelling                   | DDP, MBS, PHRSC, EHO |                          |
| Schedule 3 clause 4(3)  | power to approve the removal of wheels and axles from unregistrable movable dwelling                    | DDP, PHRSC, EHO, MBS |                          |

S6. Instrument of Delegation – Members of Staff

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| <b>ROAD MANAGEMENT (GENERAL) REGULATIONS 2005</b>                 |   |                 |  |  |
|---|---|-----------------|--|--|
| <i>Note: these regulations are due to expire on 20 March 2016</i> |   |                 |  |  |
| <b>Column 1</b>   | <b>Column 2</b>   | <b>Column 3</b> | <b>Column 4</b>                                  |  |
| <b>PROVISION</b>  | <b>THING DELEGATED</b>  | <b>DELEGATE</b> | <b>CONDITIONS &amp; LIMITATIONS</b>              |  |
| r.301(1)  | duty to conduct reviews of road management plan   | DI, AC, EPAM    |  |  |
| r.302(2)  | duty to give notice of review of road management plan   | DI, AC, EPAM    |  |  |
| r.302(5)  | duty to produce written report of review of road management plan and make report available  | DI, AC, EPAM    |  |  |
| r.303   | duty to give notice of amendment which relates to standard of construction, inspection, maintenance or repair under section 41 of the Act | DI, AC, EPAM    |  |  |
| r.306(2)  | duty to record on road management plan the substance and date of effect of amendment  | DI, AC, EPAM    |  |  |
| r.501(1)  | power to issue permit   | DI, AC, EPAM    | where council is the coordinating road authority |  |
| r.501(4)  | power to charge fee for issuing permit under regulation 501(1)  | DI, AC, EPAM    | where council is the coordinating road authority |  |
| r.503(1)  | power to give written consent to person to drive on road a vehicle which is likely to cause damage to road                                | DI, AC, EPAM    | where council is the coordinating road authority |  |
| r.508(3)  | power to make submission to Tribunal  | DI, AC, EPAM    | where council is the coordinating road authority |  |
| r.509(1)  | power to remove objects, refuse, rubbish or other material deposited or left on road  | DI, AC, EPAM    | where council is the responsible road authority  |  |
| r.509(2)  | power to sell or destroy things removed from road or part of road (after first complying with regulation 509(3))                          | DI, AC, EPAM    | where council is the responsible road authority  |  |

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| ROAD MANAGEMENT (GENERAL) REGULATIONS 2005                 |  |          |                          |  |
|--|--|----------|--------------------------|--|
| Note: these regulations are due to expire on 20 March 2016 |  |          |                          |  |
| Column 1   | Column 2   | Column 3 | Column 4                 |  |
| PROVISION  | THING DELEGATED  | DELEGATE | CONDITIONS & LIMITATIONS |  |
| r.509(4)   | power to recover in the Magistrates' Court, expenses from person responsible | DI, DDP  |                          |  |




  
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| ROAD MANAGEMENT (WORKS AND INFRASTRUCTURE) REGULATIONS 2005 |  |              |   |  |
|---|--|--------------|---|--|
| Note: these regulations are due to expire on 21 June 2015   |  |              |   |  |
| Column 1  | Column 2   | Column 3     | Column 4  |  |
| PROVISION   | THING DELEGATED  | DELEGATE     | CONDITIONS & LIMITATIONS  |  |
| r.10  | power to exempt a person from requirement under clause 13(1) of Schedule 7 to the Act to give notice as to the completion of those works | DI, AC, EPAM | where council is the coordinating road authority and where consent given under section 63(1) of the Act |  |
| r.18(2)   | power to waive whole or part of fee in certain circumstances   | DI, AC, EPAM | where council is the coordinating road authority  |  |

## **B.15.60 KEY STRATEGIC INITIATIVES FOR 2014/15 STATUS REPORT FOR THE FOURTH QUARTER**

**Responsible Officer:** Director Corporate Services  
**File Number:** 22-23-08  
**Attachments:** 1 KSI fourth quarter status report

### **Declarations of Interest:**

David Lenton - as the responsible officer, I declare that I have no disclosable interests in this matter.

### **Summary**

This is the fourth and final quarterly report identifying the status of the Key Strategic Initiatives from the Council Plan for the 2014/15 financial year.

### **Discussion**

The Council Plan 2013-17 includes 78 initiatives and 242 actions, through which the achievement of the Council Plan may be measured over its four-year term.

There are 28 actions in total identified for the 2014/15 period and each action has a nominated responsible officer. In each case, the responsible officer is a member of the Leadership Team, reflecting the importance placed on achieving targets.

Fifteen actions were completed during the fourth quarter of the 2014/15 financial year.

Since the adoption of the Council Plan in 2013, nine actions have been deemed as no longer applicable.

As some actions span over a number of years they cannot be marked as complete until the end of the plan. These actions are reported on as completed/ongoing.

The progress of all actions is outlined in the table below and the comments section of the attachment to this report.

| <b>Year</b>                            | <b>No. of Actions</b> | <b>Completed this ¼</b> | <b>Total completed</b> | <b>No longer applicable</b> | <b>Complete/Ongoing</b> | <b>Outstanding</b> |
|--|-----------------------|-------------------------|------------------------|-----------------------------|-------------------------|--------------------|
| Rolled over from previous Council Plan | 6                     | 0                       | 4                      | -                           | -                       | 2                  |
| 2013/14                                | 76                    | 5                       | 62                     | 4                           | 3                       | 7                  |
| 2014/15                                | 27                    | 7                       | 12                     | 1                           | 1                       | 13                 |
| Future years                           | 139                   | 3                       | 26                     | 1                           | 33                      | 79                 |
| Total                                  | 248                   | 15                      | 104                    | 6                           | 37                      | 101                |

### **Consultation**

Council consulted the community during the development of the Council Plan 2013/17. The Council Plan was adopted at the June Council Meeting 2013.

### **Financial Implications**

The implementation of the 2014/15 Key Strategic Initiatives was included in the budget.

### **Social Implications**

Not applicable for this item.

### **Economic Implications**

Not applicable for this item.

### **Environmental Implications**

Not applicable for this item.

### **Risk Management Implications**

Monitoring of Council's progress to implement the Council Plan helps to reduce risks associated with governance and reputation.

### **Council Plan Strategy Addressed**

***Governance and Leadership*** - Effective and efficient utilisation of resources.

### **Options**

Not applicable for this report.

### **Recommendation**

**That Council adopt the Key Strategic Initiatives fourth quarter status report for 2014/15.**

### **21/15 Motion**

**MOVED Cr McPhee**

**That Council adopt the Key Strategic Initiatives fourth quarter status report for 2014/15.**

**SECONDED Cr Norton**

**The Motion was put and CARRIED**

| Council Plan Worksheet   |   |   |   |         |   |             |
|--|---|---|---|---------|---|-------------|
| Area   | Objective   | Strategic Initiatives   | Actions   | When    | How we will know we have achieved this  | Directorate |
| Legend   | Completed   | Currently underway/Ongoing  | Action yet to be taken  |         |   |             |
|  | Initiatives carried over from previous Council Plan |   |   |         |   |             |
| EG   | Housing   | Facilitate development of the South West Precinct of Swan Hill  | Complete the Planning Scheme Amendment for the South West Development Precinct.   | 2014-15 | Amendment to the Minister of Planning for approval.                               | DDP         |
| EG   | Attracting new business                             | Begin implementation of the Central Business District Masterplans for Robinvale and Swan Hill including identifying links to Riverfronts  | 4. Determine and complete Year 3 of the Swan Hill CBD Masterplan  | May-14  | Stage 3 works complete.   | DI          |
| EG   | Attracting new business                             | Development of a strategy to support the attraction of new business based on the regions comparative and competitive advantages as identified in the Economic Development Strategy. | Develop and implement an investment attraction Strategy to streamline processes for business investment and to promote the regions comparative and competitive advantages | Jun-14  | Strategy developed.   | DDP         |
| EG   | Infrastructure                                      | Conduct a review of Council operated aerodromes and implement both CASA requirements and Council recommendations  | 1. Renewal of current infrastructure  | Dec-14  | Works completed within available funds.   | DI          |
| EG   | Infrastructure                                      | Conduct a review of Council operated aerodromes and implement both CASA requirements and Council recommendations  | 4. Call for expressions of interest in potential operation of passenger air services from Swan Hill aerodrome   | 2014    | Expressions of interest advertised if recommended by Business Case for Aerodrome. | DDP         |
| EG   | Infrastructure                                      | Commence Program to identify works required on access roads to enable B Double access   | 1. Determine suitability of Council roads in accordance with the hierarchy  | 2014    | Identify appropriate roads.   | DDP         |
| <b>Governance and Leadership (15 Strategic Initiatives : 44 Actions)</b>   |   |   |   |         |   |             |
| GL   | 1. Developing open community relationships          | 1.1 Review and implement actions from the Communication Strategy  | 1.1.1 Review of existing Communication Strategy   | 2014-15 | Revised Communication Strategy adopted by Council                                 | DCS         |
|  |   |   | 1.1.2 Progressively implement actions from revised strategy   | 2015-17 | Half yearly report of achievement of Strategy will be presented to Council        | DCS         |
| GL   |   | 1.2 Review results of Community Satisfaction Surveys to identify and implement changes in service demand  | 1.2.1 Results of Surveys analysed by EMT and Council  | 2013-17 | Annual report to Council presenting Survey results and recommendations            | DCS         |
| GL   |   |   | 1.2.2 Service Level Changes implemented where appropriate and funded  | 2014-17 | Service Level changes identified and funded in the Budget                         | DCS         |
| GL   | Developing open community relationships             | 1.3 Produce and distribute a Community Newsletter three times a year  | 1.3.1 Produce and distribute a Community Newsletter three times a year  | 2013-17 | Newsletter distributed in April, August and December                              | DCS         |
| GL   | Developing open community relationships             | 1.4 Develop Council's systems and processes to improve Customer Service   | 1.4.1 Implement the 'I.T.' Strategy within the available funds  | 2013-17 | Annual report on completion of actions from I.T. Strategy presented to Council    | DCS         |
| <p>1. State Government Community Satisfaction Survey completed and result presented to Council in July 2013.</p> <p>2. Staff presentations made in February 2014.</p> <p>3. SHRC's community satisfaction emailed to Council in August 2014 as per CEO's request</p> <p>4. State Government Community Satisfaction Survey result presented to ELT 1 June. Presented at Councilor Assembly 30 June</p> <p>Service levels are reviewed as part of the annual budget process.</p> <p>August 2013 December 2013, April 2014, August 2014, December 2014, March 2015, April 2015 newsletters distributed.</p> <p>IT Strategy actions from the previous IT Strategy are largely complete. A new IT Strategy is now being developed to underpin the objectives of the new Council Plan.</p> <p><b>ONGOING</b></p> |   |   |   |         |   |             |

## Council Plan Worksheet

| Area | Objective                               | Strategic Initiatives  | Actions   | When    | How we will know we have achieved this  | Directorate | Comments as at 30 June 2015  |
|------|---|--|---|---------|---|-------------|--|
| GL   |   |  | 1.3.2 Develop Customer Service Strategy   | 2014-15 | Customer Service Strategy developed, including Customer Service Charter.  | DCS         | Draft Customer Service Strategy and charter has been developed. Presented to EMT May 2015. Actions already implemented include:<br>45 employees have completed Customer Service Training<br>Improved the After Hours Call Out Service<br>Improved Website accessibility<br>Linked the After Hours Call Centre action requests to the Service Request System<br>Expanded the Service Request system to cover animal control, building maintenance |
| GL   | Developing open community relationships | 1.5 Council will investigate and implement new technologies to better communicate with our community | 1.5.1 Develop a Social Media Policy   | 2013-14 | Policy adopted by Council   | DCS         | Social Media Policy adopted in February 2013.<br><b>COMPLETED</b>  |
| GL   |   |  | 1.5.2 Implement Social Media Policy within existing resources   | 2013-17 | Social media 'sites' established and maintained for Council and 4 selected areas of Council operations.   | DCS         | Social Media sites (Facebook and Twitter) launched 1 October 2013.<br><b>COMPLETED</b>   |
| GL   |   |  | 1.5.3 Launch new Council Website  | 2013-14 | New Website live and active   | DCS         | Website launched 1 October 2013.<br><b>COMPLETED</b>   |
| GL   |   |  | 1.5.4 Website content kept up to date   | 2013-17 | Website page audit reports to prompt review and updating of old information   | DCS         | All web content now goes through a six monthly review to identify content due for update. An automated review and approval process follows. Syndication has now been installed on a number of affiliated sites, ensuring content is current and accurate.<br><b>ONGOING</b>  |
| GL   | Developing open community relationships | 1.6 Progressively develop "Easy Read" Council communication documents                                | 1.6.1 Review and update Council publications and forms to ensure they are easy to read and understand   | 2013-17 | All media releases and speeches. Annual Report, Council Plan, Policies due for review, new website information to be written in 'easy read' format. Six Council forms to be reviewed and updated each year. | DCS         | Annual Report, Council Plan, reviewed policies and website content all written in easy/read format.<br><b>COMPLETE AND ONGOING</b>   |
| GL   |   |  | 1.6.2 Easy Read training to be provided on an ongoing basis to appropriate staff  | 2013-17 | Training offered and undertaken   | DCS         | 12 staff completed at the end of 2012. Training due April 2016<br><b>ONGOING</b>   |
| GL   | 2. Councillor and staff accountability  | 2.1 Review the SHGCC Councillor and staff Codes of Conduct   | 2.1.1 Review existing Councillor Code of Conduct against DPCD guidelines and values statements in Council Plan.                                 | 2013-14 | Existing Code reviewed, updated and presented at Councillor Assembly  | DCS         | Councillor Code of Conduct reviewed and presented at Councillor Assembly in October 2013.<br><b>COMPLETED</b>  |
| GL   |   |  | 2.1.2 Adopted revised Councillor Code of Conduct  | 2013-14 | Revised Code adopted by Council   | DCS         | Revised Councillor Code of Conduct was approved at the November 2013 Statutory Council Meeting.<br><b>COMPLETED</b>  |
| GL   |   |  | 2.1.3 Review existing Staff Code of Conduct against DPCD guidelines, current employment law and values statements in Council Plan.              | 2014-15 | Existing Code reviewed and presented to Consultative Committee meeting  | DCS         | Staff Code of Conduct reviewed.<br><b>COMPLETED</b>  |
| GL   |   |  | 2.1.4 Adopt revised Staff Code of Conduct   | 2015-16 | Revised Code adopted by EMT   | DCS         | Staff Code of Conduct signed off in December.<br><b>COMPLETED</b>  |
| GL   | 3. Responsible Management of Resources  | 3.1 Develop and review plans, policies, directives and procedures as required.                       | 3.1.1 List of all relevant documents to be prepared including a review date   | 2013-14 | List finalised and approved by EMT  | DCS         | Policy, Directive and Procedure Master list completed. Plans and strategies document completed.<br><b>COMPLETED</b>  |
| GL   |   |  | 3.1.2 Documents reviewed and updated prior to expiry  | 2014-17 | No expired documents  | DCS         | <b>ONGOING</b>   |
| GL   | Responsible Management of Resources     | 3.2 Pursue Strategic Land Acquisitions and review Council's existing land bank                       | 3.2.1 Conduct a review to identify what type, size and location of land Council may require for its Strategic objectives over the next 10 years | 2013-14 | Confidential list of the sort of land Council may require to be prepared  | DCS         | Review has commenced. Report presented to Councillor Assembly in February 2015.<br><b>COMPLETED</b>  |

| Area | Objective                                    | Strategic Initiatives  | Actions  | When    | How we will know we have achieved this  | Directorate | Comments as at 30 June 2015   |
|------|--|--|--|---------|---|-------------|---|
| GL   |  |  | 3.2.2 Review Council's existing "Land Bank" against the above list.  | 2013-14 | Existing Land holdings to be identified as required or surplus to needs           | DCS         | Review is complete. Now compiling and confirming title details. Report presented to Council's Assembly in July 2015.  |
| GL   |  |  | 3.2.3 Prepare a disposal strategy for any surplus land.  | 2014-15 | Strategy prepared and approved by Council   | DCS         | Parrigill Hall, former Parrigill MCH building and Watchie Hall have been sold.  |
| GL   |  |  | 3.2.4 Implement the Disposal Strategy as appropriate.  | 2014-17 | Surplus land progressively disposed of  | DCS         | Parrigill Hall, former Parrigill MCH building and Watchie Hall have been sold.  |
| GL   |  |  | 3.2.5 Pursue acquisition and/or control of land identified as being required   | 2014-17 | Appropriate land progressively acquired   | DCS         | 77 Bromley Road acquired.   |
| GL   |  |  |  |         |   |             |   |
| GL   | Valuing our staff                            | 4.1 Negotiate of new EBA   | 4.1.1 Determine Council position on pay increases, work place flexibilities etc  | 2013-14 | Position determined   | DCS         | Final EBA meeting in June, Draft EBA document to be voted on early July 2014.   |
| GL   |  |  | 4.1.2 Undertake negotiation with staff and unions and develop a draft agreement  | 2013-14 | Draft agreement prepared  | DCS         | Final EBA meeting in June, Draft EBA document to be voted on early July 2014.   |
| GL   |  |  | 4.1.3 Fair Work Australia Register the new EBA   | 2013-14 | EBA registered  | DCS         | Final EBA meeting in June, Draft EBA document to be voted on early July 2014.   |
| GL   |  |  | 4.1.4 Implement the terms and conditions of the new EBA  | 2014-17 | Ongoing monitoring of EBA terms and conditions by all parties                     | DCS         | COMPLETED   |
|      |  |  |  |         |   |             |   |
| GL   | Valuing our staff                            | 4.2 Introduce measures to continually improve workplace safety and staff health and wellbeing      | 4.2.1 Review workcover claims, accident and injury reports and insurance claims each year to identify the top 5 causes of workplace injury, accidents and near misses. | 2013-14 | Report with recommended improvement actions adopted by EMT                        | DCS         | 1. WorkCover file reviews take place quarterly.<br>2. Accident and Injury Reports presented to OH&S Committee bi-monthly.<br>3. Report presented to EMT September 2014. |
| GL   |  |  | 4.2.2 Implement recommendations to address top 5 issues identified in the report.  | 2014-15 | Recommended actions complete  | DCS         | Issues presented to ELT and LT, actions implemented to address these include: training, Occupational Therapist advice and regular case conferences with OBE.            |
| GL   |  |  | 4.2.3 Implement recommendations to address top 5 issues identified in the report.  | 2015-16 | Recommended actions complete  | DCS         | Issues presented to ELT and LT, actions implemented to address these include: training, Occupational Therapist advice, regular case conferences with OBE                |
| GL   |  |  | 4.2.4 Implement recommendations to address top 5 issues identified in the report.  | 2016-17 | Recommended actions complete  | DCS         |   |
| GL   |  |  |  |         |   |             |   |
| GL   | 5. Nurturing critical external relationships | 5.1 Engage with community organisations to increase cooperation and avoid duplication of resources | 5.1.1 Update register of community organisations   | 2013-17 | Register is loaded onto a common network drive and a review period is implemented | DCS         | Community Services Directory is now accessible through Customer Services Public site on Alfresco. Updated on an annual or as-needs basis.                               |
| GL   |  |  | 5.1.2 Identify duplication of resources and services provided  | 2014-15 | Duplications identified   | DI          | COMPLETED AND ONGOING   |
| GL   |  |  | 5.1.3 Prioritise a program of meeting with various organisations to negotiate consolidating resources  | 2015-16 | Program developed   | DI          | Process identified with plan to consult all community groups.   |
| GL   |  |  | 5.1.4 Assess infrastructure consolidation  | 2014-17 | Program for rationalisation approved  | DI          |   |
| GL   |  |  | 5.1.5 Negotiate shared resourcing with organisations   | 2014-17 | Outcomes of negotiations approved by Council                                      | DI          |   |
| GL   |  |  |  |         |   |             |   |
| GL   | Nurturing critical external relationships    | 5.2 Identify opportunities to nominate Council for industry recognition                            | 5.2.1 Report to EMT & Council as opportunities arise and seek endorsement  | 2013-17 | Nominations approved  | DCS         | Four projects nominated for LGPro Awards for Excellence of which three were successful.   |
| GL   |  |  | 5.2.2 Maintain membership of professional and peak bodies  | 2013-17 | Nominations lodged with various industry organisations                            | ELT         | 4 new memberships with LGPro and 1 membership with Australian Human Resource Institute. Maintained membership of MAV.   |

| Council Plan Worksheet  |   |  |  |         |  |             |  |
|---|---|--|--|---------|--|-------------|--|
| Area  | Objective   | Strategic Initiatives  | Actions  | When    | How we will know we have achieved this   | Directorate | Comments as at 30 June 2015  |
| GL  | Nurturing critical external relationships   | 5.3 Encourage and support Council representatives to obtain positions on relevant boards                   | 5.3.1 Identify opportunities that match the skill set of Councillors and Senior staff  | 2013-17 | Board position opportunities discussed regularly at Council Assemblies   | ELT         | Council is well represented on boards and will continue to look for opportunities.<br>Councillor representation on MAV Board (Cr Norton).<br><b>ONGOING</b>  |
| GL  | Nurturing critical external relationships   | 5.4 Ensure regular dialogue with neighbouring NSW municipalities to assist in reducing cross border issues | 5.4.1 Schedule regular meetings / assemblies with Wakool & Berrard Shires  | 2013-17 | Schedule is established and agreed to by all municipalities  | CEO         | Joint tour of Murray Downs and Swan Hill with Wakool Shire in January 2014.<br>Berrard Municipal Visit: Tuesday 14 April 2015<br>Wakool Municipal Visit: 12 May 2015<br><b>ONGOING</b>   |
| GL  |   |  | 5.4.2 Maintain membership of Central Murray Regional Trans Forum & Murray Tourism Board  | 2013-15 | Councillor rep and Senior staff nominated to administer / participate  | CEO         | Membership of, and participation in, both organisations has been maintained.<br><b>ONGOING</b>   |
| GL  |   |  | 5.4.3 Facilitate discussions with Cross Border Commissioner (NSW) and Dept of Premier & Cabinet (Vic)                                    | 2013-17 | Meetings scheduled   | CEO         | A meeting of NSW Councils (RAMROC) and Murray River Group of Councils (MRGOC) that was scheduled for November 2014 has been postponed.<br><b>ONGOING</b>   |
| GL  |   |  | 5.4.5 Industry based discussions held with Council staff and industry reps   | 2013-17 | Meetings scheduled   | CEO         | CEO and Director Development and Planning have had meetings with large Swan Hill Businesses. Industry presentations have been made at Councillor Assembly.<br><b>ONGOING</b>   |
| <b>Community Health and Wellbeing (27 Strategic Initiatives/88 Actions)</b> |   |  |  |         |  |             |  |
| CHW   | 6. Council seeks to connect members of our community to bring people together to find solutions to community problems | 6.1 Assist with the review and implementation of community plans   | 6.1.1 Implementation of plans are an ongoing process. There are currently 11 community plans in place.                                   | 2013-17 | Projects identified in the plans are completed and signed off on by relevant community. There will be projects that are investigated by community members and are seen not to be a priority. | DDP         | Projects continue to be implemented throughout the municipality including the planning for two walking tracks and various community gardens among others.<br><b>ONGOING</b>  |
| CHW   |   |  | 6.1.2 Every community plan is reviewed approximately every 18 months. Over a four year period approximately 6 plans are reviewed yearly. | 2013-17 | New community plans are published  | DDP         | Woolman review still continuing.<br><b>ONGOING</b>   |
| CHW   | 7. Building community capacity  | 7.1 Implement Youth Action Plan  | 7.1.1 Youth Strategy reviewed and Action Plan developed  | 2013-14 | Council adopts reviewed Youth Strategy. endorses Action Plan   | DCCS        | Provision for new Youth Strategy included in draft Major Projects Plan. Project advertised in February 2015. Consultant appointed in March 2015 and work has commenced. Project has advanced with Draft review and draft new Youth Strategy developed and was presented to Cr Assembly 23 June 2015.                                 |
| CHW   |   |  | 7.1.2 Determine Council responsibilities and prioritise for resource allocation.   | 2013-14 | Council responsibilities and priorities determined, and resource allocation controllable.  | DCCS        |  |
| CHW   |   |  | 7.1.3 Implementation of Actions  | 2014-16 | Identified Actions are resourced and completed   | DCCS        |  |
| CHW   |   |  | 7.1.4 Review of the Action Plan  | 2016-17 | Process for continual review undertaken and agreed. resources allocated  | DCCS        |  |
| CHW   | 8. Building community capacity  | 8.1 Provide leadership support to the community as issues of significance arise                            | 8.1.1 Determine Council's role in our community addressing youth mental health and early intervention service gaps.                      | 2013-14 | Service gaps determined and Council's role defined   | DCCS        | Council's participates actively in various working parties: Southern Mallee Youth Partnership Governance project has established a sub-regional governance structure. Jan McEwan represents SHRC on Mallee Child and Youth Area Partnership led by DHS and DEECD which held its first meeting in September 2014.<br><b>COMPLETED</b> |



Council Plan Worksheet

| Area | Objective                                      | Strategic Initiatives  | Actions  | When    | How we will know we have achieved this   | Directorate | Comments as at 30 June 2015  |
|------|--|--|--|---------|--|-------------|--|
| CHW  |  |  | 8.1.2 (For example) Seek the establishment of a Headspace in Swan Hill.  | 2014-15 | A Headspace is established   | DCCS        | It was announced in October 2014 that a new Headspace Centre will be located in Swan Hill and is due to be open in 2015. Medicare Local has agreed to be the lead agency and business plan has been submitted by Medicare Local in April 2015.<br><b>COMPLETED</b>   |
| CHW  |  |  | 8.1.3 Implement the agreed actions.  | 2013-17 | Actions are implemented.   | DCCS        | <b>COMPLETED</b>   |
| CHW  | Building community capacity                    | 8.2 Provide leadership/support to the community as issues of significance arise                                      | 8.2.1 Determine Council's role in closing community mental health service gaps.                                    | 2013-14 | Service gaps determined and Council's role defined   | DCCS        | Council's participates actively in various working parties, and CEO is a member of the Executive Coalition - the governance structure of the Swan Hill Interagency Youth Service System.<br><b>COMPLETED</b>   |
| CHW  |  |  | 8.2.2 Implement the agreed actions which are Council responsibility  | 2014-15 | Actions are implemented within budget and to agreed timelines  | DCCS        | CEO is a member of the Swan Hill Youth Mental Health Executive Coalition which has adopted the Youth Mental Health Project Reform Action Plan 2014-2016.<br><b>COMPLETED</b>   |
| CHW  |  |  | 8.2.3 Implement the agreed actions.  | 2013-17 | Actions are implemented.   | DCCS        | CEO is a member of the Swan Hill Youth Mental Health Executive Coalition which has adopted the Youth Mental Health Project Reform Action Plan 2014-2016.<br><b>ONGOING</b>   |
| CHW  | 9. Supporting people who need extra assistance | 9.1 Investigate implications and opportunities through Council's role regarding the Community Based Aged Care reform | 9.1.1 Review implications of aged care reform  | 2013-14 | Full understanding of the reforms and their effects on local government are understood by EMT and Council  | DCCS        | Financial modelling and software development for managing CDC for packaged care underway.<br>Review of HACOC program has commenced, anticipate first stage to be implemented by mid 2015.<br>Triateral statement of intent from MAV, DSS and DoH confirms current HACOC funding level remain in place until 2018.<br><b>COMPLETED</b>  |
| CHW  |  |  | 9.1.2 Provide the community with a clear direction on what services Council could provide post 2015                | 2013-14 | Community is fully informed of the direction of Council, the implications for changes to services.   | DCCS        | Communication plan developed to inform community about HACOHSP service changes. Community has been consulted.<br><b>COMPLETED</b>  |
| CHW  |  |  | 9.1.3 Identify opportunities for Council in undertaken community aged care   | 2014-15 | Internal processes are finalised and assessed and adopted, delivery models are assessed and adopted.   | DCCS        | Transition to Commonwealth systems to be phased approach over 2015/16 year. Internal processes are in place.<br><b>COMPLETED</b>   |
| CHW  |  |  | 9.1.4 (Example) Council will use the Consortium model for regional delivery of community-based aged care services. | 2015-16 | Service delivery is undertaken using the new regime and costs borne by Council equate those previously due to HACOC system, or with reduced subsidy. | DCCS        | Anticipate to be identified during 2015-16 budget preparation.<br><b>COMPLETED</b>   |
| CHW  | Supporting people who need extra assistance    | 9.2 Finalise, adopt and implement an Early Years Priority Plan   | 9.2.1 Early Years Plan completed   | 2013-14 | Council has adopted the Plan and endorsed the Actions for referral to annual budget processes.   | DCCS        | Early Years Plan remained in draft form, however all actions in the draft have been further developed and worked through since 2012. Initiatives have included restructure of Council's early years' services, Nyah West project, greater coordination of kindergarten services, and continuing work to develop staff professional skills.<br>Council may decide to fund a formalised Early Years Plan in future, a proposal will be presented as part of the Major Projects Plan review for 2016 onwards.<br><b>COMPLETED</b> |
| CHW  |  |  | 9.2.2 Identified actions for Council, and their outcomes to be undertaken  | 2014-15 | Actions of Council responsibility are completed within budget and timelines and outcomes achieved by measurable data.                                | DCCS        | As above<br><b>COMPLETED</b>   |
| CHW  |  |  | 9.2.3 Action - to be identified  | 2014-15 | Project is scoped, outcomes determined and community benefit measurable  | DCCS        | As above<br><b>COMPLETED</b>   |
| CHW  |  |  | 9.2.4 Funding sought for action/project  | 2014-15 | Funding is sourced and received  | DCCS        | As above<br><b>COMPLETED</b>   |
| CHW  |  |  | 9.2.5 Completion of action/project   | 2015-17 | Action/project completed   | DCCS        | If a new plan is developed further projects may be identified.<br><b>COMPLETED</b>   |

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|------------------------|--|---|--|---------|--|-------------|
| Area                   | Objective  | Strategic Initiatives   | Actions  | When    | How we will know we have achieved this   | Directorate |
| CHW                    | Supporting people who need extra assistance                  | 9.3 Implement Disability Action Plan  | 9.3.1 Implement actions from Objective 1 - Services and facilities for the community   | 2013-14 | All actions completed within time frame.   | DDP         |
| CHW                    |  |   | 9.3.2 Implement actions from Objective 2 - Council Employment Services   | 2013-14 | All actions completed within time frame.   | DDP         |
| CHW                    |  |   | 9.3.3 Implement actions from Objective 3 - Inclusion and participation in the community                                      | 2013-14 | All actions completed within time frame.   | DDP         |
| CHW                    |  |   | 9.3.4 Implement actions from Objective 4 - Planning for attitudinal change in the community                                  | 2013-14 | All actions completed within time frame.   | DDP         |
| CHW                    |  |   |  |         |  |             |
| CHW                    | 10. Maintaining a safe community                             | 10.1 Promote the development of a strategy to enable communication of emergency management plans and activities to CALD communities           | 10.1.1 Formulate a process during the development of the Diversity Plan  | 2014-15 | Diversity Plan is adopted, a clear process is developed and resourced for communication of emergency plans to CALD communities                   | DI          |
| CHW                    |  |   | 10.1.2 Implement the process following adoption of the Diversity Plan  | 2015-17 | The communication process is implemented   | DCCS        |
| CHW                    |  |   | 10.1.3 Evaluation of effectiveness   | 2015-17 | The process is evaluated and refined accordingly.  | DCCS        |
| CHW                    | Maintaining a safe community                                 | 10.2 Develop a Hazmat and Structural Fire Plan  | 10.2.1 Complete an Environmental Scan (including commodity flow survey) of hazardous materials                               | 2013-14 | Completion of survey and Hazmat Plan presented to MEMPC  | DI          |
| CHW                    |  |   | 10.2.2 Complete an Environmental Scan Structures including completion of Structure Fire Plan                                 | 2013-14 | Completion of Scan and Structure Fire Plan presented to MEMPC  | DI          |
| CHW                    | Maintaining a safe community                                 | 10.3 Investigate a scheme to provide an incentive for undertaking responsible pet ownership training  | 10.3.1 This initiative will be included as a major focus in the Domestic Animal Management Plan. Plan to be adopted in 2013. | 2013-14 | Program will be implemented as part of the Domestic Animal Management Plan. A report on the progress of the program will be provided to Council. | DDP         |
| CHW                    |  |   |  |         |  |             |
| CHW                    | Maintaining a safe community                                 | 10.4 Pursue future funding opportunities to work with the community with regards to projects that provide safety for its members              | 10.4.1 Active membership of the Police Community Safety Committee  | 2013-17 | Assisting, leading and facilitating initiatives that improve community safety  | DCCS        |
| CHW                    |  |   | 10.4.2 CLASP program outcomes  | 2013-17 | CLASP program successfully completed and outcomes achieved   | DCCS        |
| CHW                    |  |   | 10.4.3 Participate in initiatives and projects that enhance community safety.  | 2013-17 | Initiatives and projects are completed in partnership with other agencies and provide significant community safety enhancements                  | DCCS        |
| CHW                    | 11. Facilitate and provide services for health and wellbeing | 11.1 Continue development and continue to identify other partners for Barry Steggall Reserve in partnership with Places Vic and Swan Hill Inc | 11.1.1 Develop specification for next stage of works (wetlands)  | 2013-14 | Specification complete   | DCS         |
| CHW                    |  |   | 11.1.2 Identify potential funding sources  | 2013-14 | Funding identified   | DCS         |
| CHW                    |  |   | 11.1.3 Apply for funding   | 2013-14 | Application submitted  | DCS         |
| CHW                    |  |   | 11.1.4 Secure funding  | 2013-14 | Funding secured  | DCS         |
| CHW                    |  |   | 11.1.5 Tender for works  | 2014-15 | Tender issued  | DCS         |
| CHW                    |  |   | 11.1.6 Complete construction of wetlands   | 2015-16 | Construction complete  | DCS         |
| CHW                    |  |   | 11.1.7 Develop specification for next stage of works   | 2015-16 | Specification complete   | DCS         |
| CHW                    |  |   | 11.1.8 Identify potential funding sources  | 2015-16 | Funding identified   | DCS         |

| Council Plan Worksheet |   |  |  |         |  |  |
|------------------------|---|--|--|---------|--|--|
| Area                   | Objective   | Strategic Initiatives  | Actions  | When    | How we will know we have achieved this                   | Directorate  |
| CHW                    |   |  | 11.1.9 Apply for funding   | 2016-17 | Application submitted                                    | DCS  |
| CHW                    |   |  | 11.1.10 Secure funding   | 2016-17 | Funding secured  | DCS  |
| CHW                    |   |  | 11.1.11 Tender for works   | 2016-17 | Tender issued  | DCS  |
| CHW                    | Facilitate and provide services for health and wellbeing  | 11.2 Develop the Swan Hill Riverfront Masterplan                               | 11.2.1 Appoint consultants   | 2013-14 | Master Plan developed and adopted by Council.            | DI   |
| CHW                    |   |  | 11.2.2 Schedule internal committee meetings, stakeholder committee meetings and community consultations                      | 2013-14 | Meetings scheduled                                       | DI   |
| CHW                    |   |  | 11.2.3 Develop communications plan   | 2013-14 | Communications Plan Developed                            | DI   |
| CHW                    |   |  | 11.2.4 Complete Master Plan and seek Council adoption  | 2013-14 | Masterplan completed and adopted by Council              | DI   |
| CHW                    |   | 11.3 Develop Implementation Plan   | 11.3.1 Identify individual projects within Master Plan   | 2013-14 | Implementation program developed.                        | DI   |
| CHW                    |   |  | 11.3.2 Allocate resources and schedule implementation of Master Plan   | 2013-14 | Resources allocated and schedule developed               | DI   |
| CHW                    |   |  | 11.3.3 Update Major Projects plan in accordance with Implementation Plan   | 2013-14 | Major Projects Plan updated                              | DI   |
| CHW                    |   | 11.4 Implement Riverfront Master Plan  | 11.4.1 Develop detailed designs and costings for projects  | 2013-17 | Projects completed in accordance with timelines          | DDP  |
| CHW                    |   |  | 11.4.2 Encourage and facilitate private sector investment in Riverfront.   | 2013-17 | Develop prospectus for key assets within the Riverfront. | DDP  |
| CHW                    |   |  | 11.4.3 Identify funding opportunities and submit applications in accordance with Implementation Plan and Major Projects Plan | 2013-17 | Funding identified                                       | DDP  |
| CHW                    |   |  | 11.4.4 Consider funding allocations through Council's annual budgeting process   | 2013-17 | Completion of annual budgeting process                   | DDP  |
| CHW                    | Facilitate and provide services for health and well being | 11.5 Continue to implement actions within the Public Health and Wellbeing Plan | 11.5.1 Action report template taken to Councillor Assembly quarterly   | 2013-17 | Copies of completed quarterly report                     | DDP  |
| CHW                    |   |  |  |         |  | Report to be presented to Council Assembly 23 June 2015. |

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|------------------------|---|---|--|---------|--|-------------|---|
| Area                   | Objective   | Strategic Initiatives   | Actions  | When    | How we will know we have achieved this   | Directorate | Comments as at 30 June 2015   |
| CHW                    |   |   | 11.5.2 Continuous review/update of the Public Health and Wellbeing Plan  | 2013-17 | Relevant updates included in the PHWP  | DDP         | Annual review complete. Report on review to be presented to Council 23 June 2015.<br><b>ONGOING</b>   |
| CHW                    | Facilitate and provide services for health and well being | 11.6 Investigate options for the development of Chisholm Motor Sports Complex including the possibility of a drag racing facility | 11.6.1 Consider the SGS Business Plan and the Essential Economics Business Case  | 2013-14 | Council considered reports' recommendations                                      | DI          | Options considered.<br><b>COMPLETED</b>   |
| CHW                    | Facilitate and provide services for health and well being | 11.7 Investigate the options for bus shelters in Swan Hill  | 11.7.1 Contact MAY and Public Transport Victoria (PTV) to determine responsibilities in regard to the installation and maintenance of bus shelters | 2013-14 | Upon receipt of advice   | DI          | Funding is available for the supply of shelters and their maintenance, where locations have been determined by PTV. Should Council decide on further locations for structures to be installed, Council will be responsible for the cost of both supply and maintenance. However, PTV funding is available up to \$3k for any selected location. Council has allocated \$50k in its 2015/16 budget for this particular program with \$20k per annum over the next three consecutive years.<br><b>COMPLETED AND ONGOING</b> |
| CHW                    |   |   | 11.7.2 Determine the standards of construction of bus shelters and the optimum locations within the municipality                                   | 2013-14 | Information received   | DI          | Council's officers conducted survey (with both passengers and drivers), undertook research and reported outcomes to Council. The report suggested potential location for bus stops to be installed along with cost estimate for those structures. The report suggested 10 locations where Council bus shelters might need be installed, relocate or upgraded to PTV standards. The total cost estimate is approximately \$108k.<br><b>COMPLETED AND ONGOING</b>   |
| CHW                    |   |   | 11.7.3 Obtain cost estimates and investigation of possible funding options   | 2013-14 | Information received   | DI          | Council's Engineering Department has finalised the design and cost estimate for the bus stop area at two locations - Acherings Aged Care Centre and the Carney Entrance. A funding application for the amount of \$60k is in place (with PTV). Council has also allocated \$50k in its 2015/16 budget with \$20k per annum over the next three consecutive years for this particular program.<br><b>COMPLETED AND ONGOING</b>   |
| CHW                    | Facilitate and provide services for health and well being | 11.8 Engage with appropriate organisations to co-locate community facilities  | 11.8.1 Through the building asset Mgt group, identify co-location opportunities  | 2013-17 | Negotiations with various groups commence  | DDP         | Co-location opportunities identified with Scouts and Swan Hill band groups and the Robinvale Senior Citizens Centre. Co-location/facility sharing will be further investigated with the development of a Master Plan for the Chisholm Reserve   |
| CHW                    |   |   | 11.8.2 Regular discussions with State Government authorities   | 2014-17 | Updates provided at Councilor Assemblies   | DDP         | Review of redevelopment options in context of Riverfront Masterplan underway. Surveys requesting community feedback begun in November, concluding in February 2015. Update with Gallery Advisory Committee June 2015, ELT review of project 22 June, Cr Assembly discussion scheduled July 2015.  |
| CHW                    | 12. Celebrating our identity                              | 12.1 Pursue funding for the redevelopment of the Swan Hill Regional Art Gallery   | 12.1.1 Provide final designs and all costs and contingencies   | 2016-17 | Final designs are approved and accurately costed                                 | DCCS        | Major Projects Plan reviewed with no changes at this stage. Meetings with Creative Victoria, confirmed key contacts from RDV for confirmation of funding in 2017-2020 period.   |
| CHW                    |   |   | 12.1.2 Identify funding sources  | 2016-17 | Funding sources are identified   | DCCS        | No applications made to date.   |
| CHW                    |   |   | 12.1.3 Seek funding for development  | 2016-17 | Funding is received for development to match Council Major Projects contribution | DCCS        |   |
| CHW                    | Celebrating our identity                                  | 12.2 Support for new citizens to the municipality to increase awareness of local customs and practices                            | 12.2.1 Review existing services to address short-term options.   | 2013-14 | Short-term options and actions are undertaken                                    | DCCS        | Early Years Services under review, and Community Care responding to State Diversity Framework.<br><b>COMPLETED</b>  |
| CHW                    |   |   | 12.2.2 (Following Diversity Plan) Actions identified for ongoing assistance to new arrivals. TBD   | 2015-16 | Actions undertaken and reviewed for effectiveness                                | DCCS        | Cultural Plan in final draft, only delayed by team restructure.   |

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| Area  | Objective                      | Strategic Initiatives  | Actions   | When                          | How we will know we have achieved this  | Directorate       | Comments as at 30 June 2015  |
|---|--------------------------------|--|---|-------------------------------|---|-------------------|--|
| CHW   | Aboriginal Identity            | 13.2 Continued involvement in Aboriginal Strategic Placement program   | 13.2.1 Assist contracted employment placement provider to place Aboriginal jobseekers into employment by: providing advice on local Aboriginal issues; assist in completion of individual employment placement plans; assist with identification of employment opportunities; assist with post placement support; process payment of clothing and incidentals allowance | 2014-16                       | Achievement of contracted employment placement and outcomes targets   | DDP               | Contracted employment placement and outcomes targets achieved on rolling process. Contracts to extend funding entered into with State Government <b>ONGOING</b>  |
| CHW   | Aboriginal Identity            | 13.3 Be and active participant in the Aboriginal Community Planning processes throughout the Municipality          | 13.3.1 Encourage Local Indigenous Networks (LIN) in Robinvale and Swan Hill to consider completion of Aboriginal Community Plans<br>13.3.2 Advise and assist LIN with the process and methodology to complete community plans   | 2013-14<br>2014-16            | Commitment gained from LIN to complete Aboriginal Community Plans<br>Completion of community plans in Robinvale and Swan Hill   | DDP<br>DDP        | LIN commitment received. <b>COMPLETED</b><br>LIN Community Plans have been completed. These will be used as <b>COMPLETED</b>   |
| <b>Economic Growth: 23 Strategic Initiatives - 98 Actions</b> |                                |  |   |                               |   |                   |  |
| EG  | 14. Creating population growth | 14.1 Support the key initiatives arising from the Northern Loddon Mallee Regional Strategic Plan                   | 14.1.1 Align the Council Plan with the objectives of the Regional Strategic Plan<br>14.1.2 Participate in the review of the Strategic Plan<br>14.1.3 Pursue a position on steering committees of key projects within the Strategy   | 2013-17<br>2016-17<br>2013-17 | Council Plan endorsed and communicated to State Government<br>Council's input is included in reviewed plan<br>Council is granted positions on Committees (eg Natural Gas study committee) | DDP<br>DDP<br>DDP | The next MSS review will highlight and provide strategic directions for this. Review of the Swan Hill Planning Scheme (including the MSS) is to commence in June/July 2015. <b>COMPLETE AND ONGOING</b><br><br>Completed. Council adopted the plan in 2013. Council will participate on future reviews when initiated by the State Government. Plan endorsed at March Council Meeting 2015. <b>COMPLETED</b><br><br>Council endorsed the Loddon Mallee Regional Strategic Plan at the March 2015 Council Meeting after providing feedback on the contents. Council will participate in developing actions in partnership with RDA to implement the plan. |
| EG  |                                |  |   |                               |   |                   |  |
| EG  | Creating population growth     | 14.2 Review of the Municipal Strategic Statement (MSS) with a view to encourage population growth                  | 14.2.1 Commence MSS review  | 2014-17                       | MSS review report completed by end of 2015  | DDP               | MSS Review to commence in June/July 2015.  |
| EG  | Creating population growth     | 14.3 Investigate opportunities of accommodation and services being provided for displaced people                   | 14.3.1 Liaise with key stakeholders to identify issues and possible actions.  | 2014-15                       | Results of investigation will be reported back to Council   | DDP               | No update. No budget allocation in the 2015/16 financial year.   |
| EG  | 15. Housing                    | 15.1 Develop Rural Land Use/Living Strategy  | 15.1.1 Scoping paper to be developed<br>15.1.2 Complete Rural Living/Land Use Strategy (including consultation)   | 2013-14<br>2014-16            | Scoping paper approved by EMT and presented at Council Assembly<br>Rural Living/Land Use Strategy adopted by Council  | DDP<br>DDP        | Scoping paper complete. Workshop with Councillors on 8 July to commence study. <b>COMPLETED</b><br><br>In the process of recruiting consultants. Work will continue upon the appointment of the right consultant.  |
| EG  | Housing                        | 15.2 Adopt the Swan Hill Residential Housing Strategy and complete the planning scheme amendments                  | 15.2.1 Respective Planning Scheme Amendments to be initiated  | 2014-15                       | Minister's authorisation for the amendment, public exhibition and subsequent processes Approval of the Amendment  | DDP               | Swan Hill Residential Strategy adopted by Council at its Ordinary Meeting in March 2013. Large number of recommendations will be undertaken with the Development Plan for the SWDP. <b>COMPLETED</b>   |
| EG  | Housing                        | 15.3 Review of the Municipal Strategic Statement (MSS) taking into consideration appropriate accommodation options | 15.3.1 Commence MSS review  | 2014-15                       | Revised MSS referral to the Minister  | DDP               | Council has nominated a preferred consultant to undertake this work, who will commence shortly in the 2015/16 financial year.  |

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|-----------------------------|-------------------------------|--|---|---------|---|---|
| Area                        | Objective                     | Strategic Initiatives  | Actions   | When    | How we will know we have achieved this  | Directorate   |
| EG                          | Attracting new business       | 17.4 Continue to investigate options for renewable energy for the municipality | 17.4.1 Complete a Study that explores opportunities to source renewable energy for Council operations | 2013-14 | Study completed and adopted by Council  | DDP   |
| EG                          |                               |  | 17.4.2 Implement preferred renewable energy options for Council                                       | 2014-17 | Renewable energies projects delivered   | DDP   |
| EG                          | Attracting new business       | 17.5 Encourage organisations to joint tender for works and services            | 17.5.1 Work with regions Councils to combine contracts and services                                   | 2013-17 | Joint contracts established (eg road sealing, waste management)                                   | DDP   |
| EG                          |                               |  | 17.5.2 Assist local business and tenders to improve their tendering processes                         | 2013-15 | Increased success rate for local tenders  | DDP   |
| EG                          | Attracting new business       | 17.6 Promote the benefits of the region as a place to live, work and invest    | 17.6.1 Participate in regional Expos  | 2013-17 | Regular bookings established  | DDP   |
| EG                          |                               |  | 17.6.2 Support regional promotions of the municipality  | 2013-17 | Advertising in regionally distributed publications continue, SH Inc television campaigns continue | DDP   |
| EG                          |                               |  | 17.6.3 All Job Vacancies advertised with description on the regions benefits                          | 2013-17 | Standard template ad developed  | DCS   |
| EG                          | 18. Existing Business Support | 18.1 Assist local businesses to upskill and retain their workforce             | 18.1.1 Establish specific skill shortages in the region   | 2013-14 | Shortages identified  | DDP   |
| EG                          |                               |  | 18.1.2 Support regional training opportunities  | 2013-17 | Council staff participate in regional training  | DDP   |
| EG                          | Existing Business Support     | 18.2 Investigate opportunities arising from the Murray Darling Basin Plan      | 18.2.1 Support proposals that provide for economic infrastructure upgrades (natural gas)              | 2014-17 | Regional funding applications lodged  | DDP   |
| EG                          |                               |  | 18.2.2 Continue to work collaboratively with MRGoC on basin plan submissions                          | 2013-17 | MRGoC, regular meetings with State and Federal Ministers  | DDP   |
| EG                          | Existing Business Support     | 18.3 Review of Special rates and Levies to support marketing activities        | 18.3.1 Review effectiveness of existing Special Marketing Rate and determine whether to continue      | 2013-14 | Council decision on continuation of Special Marketing Rate determined                             | DDP   |
| EG                          |                               |  | 18.3.2 Review and update Deed between Council and Swan Hill Inc.                                      | 2013-14 | Deed reviewed and agreed by Council and Swan Hill Inc.  | DDP   |
| EG                          |                               |  | 18.3.3 Undertake Statutory Process to establish a Special Marketing Rate                              | 2013-14 | Statutory Process Complete  | DDP   |
| EG                          |                               |  | 18.3.4 New Special Marketing Rate in place  | 2013-14 | Special marketing Rate included on Rate Notices   | DCS   |
| EG                          | Existing Business Support     | 18.4 Develop and implement a Workforce Development Strategy                    | 18.4.1 Develop Steering Committee to manage strategy development                                      | 2013-14 | Committee established   | DDP   |
| Comments as at 30 June 2015 |                               |  |   |         |   |   |
|                             |                               |  |   |         |   | Currently working with CVGA to identify the cost of the project on two Council buildings. The Alliance is currently working with partners for a bulk buy option. Once they have resolved this issue, they will commence cost analysis for the Swan Hill project as they have already been requested to do so. Discussions held at Councillor Assembly - two buildings identified and included in Major Projects Plan. |
|                             |                               |  |   |         |   | <b>COMPLETED</b>  |
|                             |                               |  |   |         |   | New and upgraded solar water heating installed at Swan Hill Leisure Centre.   |
|                             |                               |  |   |         |   |   |
|                             |                               |  |   |         |   | Regional Victoria Living Expo attended in May 2015. Received approx. 40 leads from people willing to relocate to Swan Hill that are now being followed up.  |
|                             |                               |  |   |         |   | <b>ONGOING</b>  |
|                             |                               |  |   |         |   | Attending national events with the Murray Regional Tourism Board and participating in regional promotional/marketing campaigns.   |
|                             |                               |  |   |         |   | <b>ONGOING</b>  |
|                             |                               |  |   |         |   | Template developed and now used for all job vacancy advertising.  |
|                             |                               |  |   |         |   | <b>COMPLETED</b>  |
|                             |                               |  |   |         |   | Strategies identified in the Swan Hill Region Workforce Development Strategy adopted by Council November 2013. Implementation to commence in 2014.  |
|                             |                               |  |   |         |   | <b>COMPLETED</b>  |
|                             |                               |  |   |         |   | Auslist-host delivered in conjunction with Swan Hill Inc to local business. Regional training - OBE Work Cover for managers and Martin and Apol industrial relations training delivered to multiple industries March 13.  |
|                             |                               |  |   |         |   | <b>COMPLETE AND ONGOING</b>   |
|                             |                               |  |   |         |   | Funding opportunities coming from the MDP have been limited. No funding rounds have been released and Council has been unable to make any funding applications.   |
|                             |                               |  |   |         |   | <b>COMPLETED</b>  |
|                             |                               |  |   |         |   | Council has participated in the MRGoC meeting and has been involved in delegations to meet with State and Federal elected representatives including Ministers.  |
|                             |                               |  |   |         |   | <b>COMPLETED</b>  |
|                             |                               |  |   |         |   | Special Marketing Rate declared at the April 2014 Council meeting.  |
|                             |                               |  |   |         |   | <b>COMPLETED</b>  |
|                             |                               |  |   |         |   | Deed has been reviewed, finalised and signed.   |
|                             |                               |  |   |         |   | <b>COMPLETED</b>  |
|                             |                               |  |   |         |   | Special Rate declared on 15 April 2014 for the period of 1 July 2014 to 30 June 2019.   |
|                             |                               |  |   |         |   | <b>COMPLETED</b>  |
|                             |                               |  |   |         |   | Steering committee established in early 2013.   |
|                             |                               |  |   |         |   | <b>COMPLETED</b>  |



| Council Plan Worksheet      |                    |   |   |         |   |             |
|-----------------------------|--------------------|---|---|---------|---|-------------|
| Area                        | Objective          | Strategic Initiatives   | Actions   | When    | How we will know we have achieved this  | Directorate |
| EG                          |                    |   | 18.4.2 Appoint consultancy to facilitate strategy development   | 2013-14 | Consultant appointed  | DDP         |
| EG                          |                    |   | 18.4.3 Undertake strategy development   | 2013-14 | Strategy completed  | DDP         |
| EG                          | 19. Infrastructure | 19.1 Commerce implementation of Swan Hill and Robinsons Riverfront Plans                                      | 19.1.1 Identify individual projects within Master Plan  | 2013-14 | Implementation program developed.   | DDP         |
| EG                          |                    |   | 19.1.2 Allocate resources and schedule implementation of Master Plan  | 2013-14 | Resources allocated and schedule developed  | DDP         |
| EG                          |                    |   | 19.1.3 Update Major Projects plan in accordance with Implementation Plan  | 2013-14 | Major Projects Plan updated   | DDP         |
| EG                          |                    |   | 19.1.4 Develop detailed designs and costings for projects   | 2013-17 | Projects completed in accordance with timelines   | DDP         |
| EG                          |                    |   | 19.1.5 Identify funding opportunities and submit applications in accordance with implementation Plan and Major Projects Plan      | 2013-17 | Funding identified  | DDP         |
| EG                          |                    |   | 19.1.6 Consider funding allocations through Council's annual budgeting process  | 2013-17 | Completion of annual budgeting process  | DDP         |
| EG                          | Infrastructure     | 19.2 Actively pursue suitable alternative opportunities arising from decommissioned irrigation infrastructure | 19.2.1 Swan Hill modernisation plan approved by Federal Funding body  | 2013-14 | Notification from GNMW connections program and Federal Govt.  | DI          |
| EG                          |                    |   | 19.2.2 Identify parcels of land suitable for development as public space or residential development.                              | 2013-15 | Parcels of land and ownership of land identified  | DI          |
| EG                          |                    |   | 19.2.3 If continuous length of land is available, complete a Masterplan for its complete development.                             | 2013-15 | Plan completed  | DI          |
| EG                          |                    |   | 19.2.4 Engage with community on best use for community owned land   | 2014-16 | List of suitable options identified for costing   | DI          |
| EG                          |                    |   | 19.2.5 Identified projects designed and included in Major Projects Plan   | 2015-16 | Projects included in plan   | DI          |
| EG                          |                    |   | 19.2.6 Modernisation undertaken, Channel decommissioned.  | 2016-17 | Channel removed in Swan Hill and along Karrie Street, works completed on Timberder Flats  | DI          |
| EG                          |                    |   | 19.2.7 Gain ownership of the available land for future development  | 2016-17 | Titles obtained / acquired  | DI          |
| EG                          | Infrastructure     | 19.3 Actively pursue opportunities for regional focused infrastructure  | 19.3.1 Secure support from regional bodies (MHCOC, NW municipalities, Murray Tourism Board, RMF, Cent Murray Transport Forum etc) | 2013-17 | Written confirmation of support from various groups   | DI          |
| EG                          |                    |   | 19.3.2 Identify regional projects within Northern Loddon Mallee Strategic Plan  | 2013-17 | Projects promoted as key initiatives of the plan.   | DI          |
| EG                          |                    |   | 19.3.3 Create partnerships within region  | 2013-17 | Agreements in place   | DI          |
| EG                          |                    |   | 19.3.4 Identify funding sources   | 2013-17 | Sources identified  | DI          |
| Comments as at 30 June 2015 |                    |   |   |         |   |             |
|                             |                    |   |   |         | Workforce Planning Australia appointed in March 2013.<br><b>COMPLETED</b>   |             |
|                             |                    |   |   |         | Swan Hill Region Workforce Development Strategy adopted by Council November 2013.<br><b>COMPLETED</b>   |             |
|                             |                    |   |   |         | Funding for Swan Hill Riverfront projects applied for.<br><b>COMPLETED</b>  |             |
|                             |                    |   |   |         | Steering committee has met on numerous occasions to keep projects moving. Riverfront has a dedicated staff member who oversees the implementation of the masterplan.<br><b>COMPLETED</b>  |             |
|                             |                    |   |   |         | Major project plan has been updated with projects and spending has been identified across the coming 10 years.<br><b>COMPLETED</b>  |             |
|                             |                    |   |   |         | Projects completed and underway across the riverfront including pathways, park furniture and strategies.  |             |
|                             |                    |   |   |         | Funding has been secured throughout the year including funding for the Heartbeat of the Murray Experience. Work will continue post the Victorian State election and the election of a new government to determine any funding streams as they become available. |             |
|                             |                    |   |   |         | Funding identified from Healthy Communities Initiatives, Department of Justice, Putting Locals First and Dept Recreation and Sport.   |             |
|                             |                    |   |   |         | Council 15/16 budget being drafted and riverfront has been identified in the Major Projects Plan for funding.   |             |
|                             |                    |   |   |         | Notification received Continued negotiations with GNMW Connections Program. Project to be completed by 2017.<br><b>COMPLETED</b>  |             |
|                             |                    |   |   |         | Meetings planned for July 2015 with Project Managers from GNMW - Connections Team   |             |
|                             |                    |   |   |         | As above  |             |
|                             |                    |   |   |         | Process to commence once the implementation timetable is established by GNMW  |             |
|                             |                    |   |   |         | As above  |             |
|                             |                    |   |   |         | All works to be completed by 2017   |             |
|                             |                    |   |   |         |   |             |
|                             |                    |   |   |         | Represented Council and Central Murray Regional Transport Forum to present Advocacy Strategy to Loddon Campaspe Group of Councils and Murray River Group with a view to these groups undertaking some of the advocacy on behalf of the region.                  |             |
|                             |                    |   |   |         | Passenger a Freight Rail improvements advocacy being coordinated by SHROC and Central Murray Regional Transport Forum   |             |
|                             |                    |   |   |         | CMRTF have met with senior DoT staff, the Premier, Minister for Transport and Regional Development Minister - in conjunction with Graincorp, Rail Freight Alliance, VFF and Mktura Council.   |             |
|                             |                    |   |   |         | Funding proposals to be worked through with PTV for passenger rail improvements   |             |

| Council Plan Worksheet |                |   |  |         |   |             |
|------------------------|----------------|---|--|---------|---|-------------|
| Area                   | Objective      | Strategic Initiatives   | Actions  | When    | How we will know we have achieved this                                  | Directorate |
| EG                     |                |   | 19.3.5 Utilise shared services agreements for infrastructure improvements.   | 2016-17 | Agreements in place   | DI          |
| EG                     |                |   | 19.3.6 Complete business cases to justify regional investment  | 2016-17 | Value adding opportunities identified and prioritised                   | DI          |
| EG                     | Infrastructure | 19.4 Implement outcomes of the review of the Swan Hill Regional Livestock exchange  | 19.4.1 Council endorsement of Functional Design Plan for the Livestock Exchange                                      | 2013-14 | Endorsement of Plan   | DI          |
| EG                     |                |   | 19.4.2 Subdivision and sale of surplus land  | 2013-14 | Land sold   | DI          |
| EG                     |                |   | 19.4.3 Identify and Apply for funding  | 2013-14 | Application submitted   | DI          |
| EG                     |                |   | 19.4.4 Secure funding  | 2013-15 | Funding secured   | DI          |
| EG                     |                |   | 19.4.5 Prioritise Investment   | 2014-17 | Priority projects commenced   | DI          |
| EG                     |                |   | 19.4.6 Functional Design Plan Review of progress to date   | 2016-17 | Review and re-prioritisation completed                                  | DI          |
| EG                     | Infrastructure | 19.5 Investigate the possibilities for railhead and rail freight centres in the municipality                                      | 19.5.1 Develop project scope (consultants brief)   | 2013-14 | Project scope and brief approved  | DI          |
| EG                     |                |   | 19.5.2 Apply for funding   | 2013-14 | Application submitted   | DI          |
| EG                     |                |   | 19.5.3 Secure funding  | 2013-15 | Funding secured   | DI          |
| EG                     |                |   | 19.5.4 Conduct a demand assessment (both current and future) that identifies types and destinations of freight       | 2014-16 | Demand assessment completed   | DI          |
| EG                     |                |   | 19.5.5 Conduct assessment of appropriate locations including associated road assets including costings               | 2015-17 | Sites identified  | DI          |
| EG                     | Infrastructure | 19.6 Monitor opportunities for the potential of new Municipal Offices in Swan Hill and Robinvale as part of mixed use development | 19.6.1 Monitor developments and land availability in Swan Hill and Robinvale for any opportunities that may arise    | 2013-17 | Possible co-location and/or acquisition of land discussed with Council. | DCS         |
| EG                     | Infrastructure | 19.7 Implement staged redevelopment of the Pioneer Settlement   | 19.7.1 Identify funding source and apply for funding for stage 1,2 works   | 2013-14 | Application submitted   | DDP         |
| EG                     |                |   | 19.7.2 Secure funding  | 2013-14 | Funding secured   | DDP         |
| EG                     |                |   | 19.7.3 Tender and construct stage 1,2 works (which includes new steam work shop, men's shed and workshops)           | 2013-14 | Building completed  | DDP         |
| EG                     |                |   | 19.7.4 Identify funding source and apply for funding for New Evening Product (Replacement of old sound & Light show) | 2013-15 | Application submitted   | DDP         |
| EG                     |                |   | 19.7.5 Secure funding  | 2014-15 | Funding secured   | DDP         |

Council Plan Worksheet

| Area   | Objective   | Strategic Initiatives  | Actions  | When    | How we will know we have achieved this   | Directorate | Comments as at 30 June 2015   |
|--|---|--|--|---------|--|-------------|---|
| EG   |   |  | 19.7.6 Develop and install new Evening Product   | 2014-15 | Installation complete  | DDP         | Laser vision appointed for installation of new evening product. Works proceeding in line with installation schedule. Story board has been approved. Construction of an Amphitheatre has commenced on site. Day visitor enhancements underway with the refurbishment of the old tea rooms, new website, wifi hotspots and app development works underway. Dumosa Hall refurbishment completed, now renamed the Paragon and operating with the support of the Friends of the Pioneer <b>Substantiated</b> |
| EG   |   |  | 19.7.7 Identify funding source and apply for funding for stage 2 works                       | 2015-16 | Application submitted  | DDP         |   |
| EG   |   |  | 19.7.8 Secure funding  | 2016-17 | Funding secured  | DDP         |   |
| EG   |   |  | 19.7.9 Review Pioneer Settlement Master Plan and prioritise future works                     | 2016-17 | Council adopt reviewed plan.   | DDP         |   |
| EG   | Infrastructure  | 19.8 Advance outcomes of Central Murray Regional Transport Study   | 19.8.1 Maintain membership of Forum group  | 2013-17 | CEO and Council membership confirmed and commitment to provide technical expertise | DI          | Council currently chairs and provides admin for forum. <b>COMPLETED</b>   |
| EG   |   |  | 19.8.2 Prioritise projects according to regional industry need                               | 2013-15 | Agreement from regions transport sector on priorities                              | DI          | Commissioned study into inter-modal development. <b>COMPLETED</b>   |
| EG   |   |  | 19.8.3 Working groups established to direct various projects                                 | 2013-15 | Working groups established   | DI          | Group established and meetings held in mid 2013. <b>COMPLETED</b>   |
| EG   |   |  | 19.8.4 Lobby State(s) and Federal members for support of projects                            | 2015-17 | Support received   | DI          | Funds received from Dept of Transport and RDV for inter-modal study. <b>COMPLETED</b>   |
| EG   | Infrastructure  | 19.9 Pursue funding for a levee bank at Robinvale  | 19.9.1 Complete Cultural Heritage Management Plan  | 2013-14 | Plan completed   | DI          | CHMP Plan completed July 2013 and draft plans completed August 2013. <b>COMPLETED</b>   |
| EG   |   |  | 19.9.2 Complete detailed design  | 2013-14 | Design Completed   | DI          | Design complete and Cultural Heritage Management Plan completed <b>COMPLETED</b>  |
| EG   |   |  | 19.9.3 Develop applications to Federal Departments   | 2014-15 | Application lodged   | DI          | Funding application to be developed during 2015/16 <b>COMPLETED</b>   |
| EG   |   |  | 19.9.4 Place project in Major projects Plan  | 2015-16 | Project included   | DI          | Project in Major Projects Plan year 3 <b>COMPLETED</b>  |
| EG   |   |  | 19.10.1 Undertake review of directional signage for ease of access to major facilities.      | 2015-16 | Review undertaken with priority signage needs identified.                          | DI          | Works commenced on "de-cluttering" of information signage and redundant signage as per "Raw Talent" team recommendations  |
| EG   |   | 19.10 Municipality-wide review of directional signage  | 19.10.2 Develop signage strategy   | 2016-17 | Signage Strategy developed and adopted by Council.                                 | DI          | Works on strategy commenced with report to Council Assembly in late July 2015   |
| EG   |   |  | 19.10.3 Implement identified actions from Signage Strategy                                   | 2016-17 | Actions implemented.   | DI          |   |
| <b>Environmental Management (6 Strategic Initiatives : 13 Actions)</b> |   |  |  |         |  |             |   |
| EM   | 20. Contributing to good environmental outcomes for the Natural Environment | 20.1 Active involvement in external discussions that effect the Murray River, its tributaries and lake systems               | 20.1.1 Maintain membership of Murray Darling Association                                     | 2013-17 | Councilor nominated as representative  | CEO         | Membership of Murray Darling Association has been maintained. Cr Crowe was been nominated as Council's representative at the Statutory Meeting on 11 November 2014. <b>ONGOING</b>  |
| EM   |   |  | 20.1.2 Support regional submissions to Federal agencies via Murray River Group of Councils   | 2013-17 | Submissions lodged and reported to Council   | CEO         | SHRCC was chairing the Murray River Group of Councils for 12 months until November 2014. Council supported the group in visits to Canberra and in meetings with State and Federal politicians. <b>ONGOING</b>   |
| EM   | Contributing to good environmental outcomes for the Natural Environment     | 20.2 Within available external funding, complete the restoration of the Lake Boga foreshore to pre-flood condition or better | 20.2.1 Determine foreshore stabilisation works unfinished (if any) in 2012/13 financial year | 2013-14 | Status of works assessment completed   | DI          | All restoration works that were funded have been completed. <b>COMPLETED</b>  |

Council Plan Worksheet

| Area | Objective  | Strategic Initiatives   | Actions   | When    | How we will know we have achieved this                                   | Directorate | Comments as at 30 June 2015  |
|------|--|---|---|---------|--|-------------|--|
| EM   |  |   | 20.2.2 Instruct contractor to complete works as soon as possible  | 2013-14 | Works completed  | DI          | As above.<br><b>COMPLETED</b>  |
| EM   | 21. Regulation and management of the built environment | 21.1 Implementation of Waste Management Plan  | 21.1.1 Review current Waste Management Plan;<br>1. Update Data mine with current practices and waste service contracts<br>2. community engagement   | 2013-15 | EMT approval of Review   | DI          | Current Waste Management Plan reviewed with all data entry updated. Blue Environment Consulting is currently undertaking the preparation of the new Waste Management Strategy (2015-2020).   |
| EM   |  |   | 21.1.2 Implementation of Capital Works/ Improvement Program: design & investigation approvals & Permits contracts & work programs construction  | 2013-17 | Capital Works/ Improvements completed/ in place                          | DI          | The Waste Management Unit succeeded in securing \$197K grant funding for the construction of a new transfer station and gate house office at the Swan Hill Landfill.<br>Service roads have been constructed with asphalt seal. The new gate house will be delivered on site by mid-end July 2015. Transfer Station to be constructed by December 2015.<br><b>ONGOING</b> |
| EM   |  |   | 21.1.3 Conduct Feasibility Study for the construction of Transfer station at Swan Hill Landfill   | 2013-15 | Feasibility Study Completed  | DI          | Council was successful in its application for grant funding (\$190K from State Government) for the construction of a transfer station in Swan Hill Landfill.<br><b>COMPLETED</b>   |
| EM   |  |   | 21.1.4 Implementation of Progressive rehabilitation and aftercare program to Council's Landfill sites   | 2013-17 | Ongoing Reporting on the completion of rehabilitation staging            | DI          | Stage 1A capping has been completed. Stage 2A is in progress.<br><b>ONGOING</b>  |
| EM   | Regulation and management of the built environment     | 21.2 Expand the Green waste collection Service  | 21.2.1 Conduct Investigation & Data collection.<br>1. Waste Volume / tonnage<br>2. Mulching Price<br>3. distance between source of collection and final destination<br>4. Identify alternative methods/means of collecting the green waste from small communities | 2013-14 | Data Review/Collection   | DI          | Green waste collection scheme has continued to grow. Approx 260 new customers since initial commencement. Investigated possibilities of expanding service to Robinvale and Lake Boga. It was determined more interest will need to be generated (eg promotion, information brochures) to increase numbers to make service viable.<br><b>COMPLETED</b>                    |
| EM   |  |   | 21.2.2 Identify target locations and develop promotions, marketing, and education plan.   | 2014-15 | Increased demand for the service   | DI          | The investigation around extending the service will start with a presentation for the Green Waste service at Robinvale and Lake Boga main streets and community centres (scheduled to take place on 01 July 2015).<br><b>COMPLETED</b>   |
| EM   | 22. Promote and advocate sound environmental practices | 22.1 Continue to lobby for a state-wide container deposit scheme  | 22.1.1 Continue to Regulatory Impact Statements (RIS) via the MAV   | 2013-14 | Submissions to the RIS via MAV   | DI          | This activity will be undertaken via the Central Murray Regional Waste Management Group.<br><b>COMPLETED</b>   |
| EM   |  |   | 22.1.2 Continue to provide waste data as requested to assist scheme development   | 2013-16 | Data provided as requested   | DI          |  |
| EM   | Promote and advocate sound environmental practices     | 22.2 Complete Rural Land Use/Living Strategy that considers the potential impact of dewatered land and a changing climate | 22.2.1 Scoping paper to be developed.   | 2013-14 | Scoping paper approved by EMT and Councilors through Councillor Assembly | DDP         | Scoping paper complete. Workshop with Councillors on 8 July to commence study.<br><b>COMPLETED</b>   |

## **B.15.61 ACKNOWLEDGMENT OF COUNTRY**

**Responsible Officer:** Chief Executive Officer  
**File Number:** 42-52-115  
**Attachments:** Nil

### **Declarations of Interest:**

Dean Miller - as the responsible officer, I declare that I have no disclosable interests in this matter.

### **Summary**

This report seeks a resolution of Council to change the wording of the Acknowledgment of Country.

### **Discussion**

In May 2009, Council resolved the following:

1. *That Councillors or staff deliver the Acknowledgment of Country on the following occasions:*
  - *Council meetings and*
  - *Meetings where Council staff address a public forum as representatives of Council.*
2. *That the wording of the following Acknowledgment of Country be as follows:*

*The Swan Hill Rural City Council would like to take this opportunity to acknowledge the elders both past and present and the peoples of the Wamba Wamba, Barapa Barapa, Wadi Wadi, Tati Tati and the Latji Latji clans whose traditional lands form the Swan Hill Rural City Council municipality.*

The Acknowledgment of Country was one of the actions recommended in the Council's Aboriginal Partnership Plan. The region is strong in Aboriginal cultural heritage values. Key sites throughout the municipality were meeting places for social contact, ceremonies, marriage, trade and for deciding issues of customary law. The Murray River was a constant source of food and water and played an integral part of the day to day lives of Aboriginal people. The Swan Hill Rural City has the highest per capita indigenous population in Victoria.

The Acknowledgment of Country is regarded as an act of recognition and respect to the first custodians of the land and viewed as a milestone for reconciliation.

Council has expressed an interest in reviewing the Acknowledgment of Country to make it more succinct. The following options have been approved by Council's Aboriginal Community Planning Officer:

**Consultation**

The wider Aboriginal community was consulted widely between 2007 and 2009 in the formation of the Aboriginal Partnership Plan which resulted in the original Acknowledgment of Country. Council's Aboriginal Community Planning Officer agrees with the suggested change and there is no need to consult more widely.

**Financial Implications**

Nil

**Social Implications**

Nil

**Economic Implications**

Nil

**Environmental Implications**

Nil

**Risk Management Implications**

Nil

**Council Plan Strategy Addressed**

***Governance and Leadership*** - Positive community engagement and inclusiveness.

**Options**

**Option 1A**

*Swan Hill Rural City Council acknowledges the Elders both past and present and the tribes whose traditional lands form the municipality in which we meet today.*

**Option 1B**

*Council acknowledges the Elders both past and present and the tribes whose traditional lands form the municipality in which we meet today.*

**Option 2A (Recommended Option)**

*Swan Hill Rural City Council acknowledges the traditional custodians of the land on which we meet, and pays its respects to their elders, past and present.*

**Option 2B**

*Council acknowledges the traditional custodians of the land on which we meet, and pays its respects to their elders, past and present.*

The current wording and Option 1 acknowledges the elders but does not contain the word 'respect', neither does it acknowledge them as the original custodians of the land. Option 2 acknowledges the traditional custodians of the land and pays respect to the elders.

The Victorian Government recommended wording is:

*"I acknowledge the Traditional Owners of the land on which we are meeting. I pay my respects to their Elders, past and present, and the Elders from other communities who may be here today."*

**Recommendation**

**That Council adopt the following wording as the new Acknowledgment of Country:**

***Swan Hill Rural City Council acknowledges the traditional custodians of the land on which we meet, and pays its respects to their elders, past and present.***

**22/15 Motion**

**MOVED Cr Norton**

**That Council adopt the following wording as the new Acknowledgment of Country:**

***Swan Hill Rural City Council acknowledges the traditional custodians of the land on which we meet, and pays its respects to their elders, past and present.***

**SECONDED Cr Kiley**

**The Motion was put and CARRIED**

## **SECTION C – DECISIONS WHICH NEED ACTION/RATIFICATION**

### **C.15.7 COUNCILLOR ASSEMBLIES - RECORD OF ATTENDANCE AND AGENDA ITEMS**

**Responsible Officer:** Chief Executive Officer  
**File Number:** 22-13-12  
**Attachments:** 1 Councillor Assemblies Record of Attendance and Agenda Items

#### **Declarations of Interest:**

Dean Miller - as the responsible officer, I declare that I have no disclosable interests in this matter.

#### **Summary**

The Local Government Act 1989 requires that the details of Councillor Assemblies be reported to Council meetings on a monthly basis.

#### **Discussion**

The State Government has amended the Local Government Act 1989 which requires Council to report on Councillor Assemblies.

Whilst Minutes do not have to be recorded, Agenda items and those in attendance must be, and a report presented to Council.

An assembly of Councillors is defined as a meeting that is planned or scheduled at which at least half of the Council and one Officer are in attendance, and where the matters being considered that are intended or likely to be the subject of a Council decision.

No formal decisions can be made at an assembly but rather direction can be given that is likely to lead to a formal decision of Council.

Details of the most recent assemblies of Council are attached.

#### **Consultation**

Nil

#### **Financial Implications**

Nil

#### **Social Implications**



**DECISIONS WHICH NEED ACTION/RATIFICATION**

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18 August 2015

Nil

**Economic Implications**

Nil

**Environmental Implications**

Nil

**Risk Management Implications**

Nil

**Council Plan Strategy Addressed**

***Governance and Leadership*** - Community leadership through effective strategic planning.

**Options**

Council must comply with the requirements of the Local Government Act 1989.

**Recommendation**

**That Council note the contents of the report.**

**23/15 Motion**

**MOVED Cr Norton**

**That Council note the contents of the report.**

**SECONDED Cr Kiley**

**The Motion was put and CARRIED**

**COUNCILLOR ASSEMBLIES ATTENDANCE AND AGENDA**  
**28 JULY 2015 at 1pm**  
**TOWN HALL - COUNCIL CHAMBERS, SWAN HILL**

**AGENDA**

- Councillors only session
- Iluka Mining (Project Manager Balranald)
- S5. S6 & S7 Delegations
- KSI Fourth quarter update
- Swan Hill Planning Scheme Review
- Swan Hill Inc Annual Budget presentations

**ADDITIONAL ITEMS DISCUSSED**

- Nil

**ATTENDANCE**

Councillors

- Cr Jim Crowe
- Cr Michael Adamson
- Cr Les McPhee
- Cr Greg Cruickshank
- Cr Gary Norton
- Cr John Katis

Apologies

- C Jessie Kiley

Officers

- Dean Miller, Chief Executive Officer
- Brett Luxford, Director Development and Planning
- Bruce Myers, Director Community & Cultural Services
- David Leahy, Director Infrastructure
- David Lenton, Director Corporate Services
- Helen Morris, Human Resources Manager
- Vige Satkunarajah, Development Manager

Other

- Tom Blackwell Iluka Mining, Project Manager Balranald
- John Keanney Consultant Swan Hill Planning Scheme
- Murray Ray, Swan Hill Inc
- Julie Wiggins, Swan Hill Inc

**CONFLICT OF INTEREST**

- Nil

**COUNCILLOR ASSEMBLIES ATTENDANCE AND AGENDA**

**4 August 2015 at 1.30pm**

**TOWN HALL - COUNCIL CHAMBERS, SWAN HILL**

**AGENDA**

- Draft Floodplain Management Strategy Submission
- Long Term Financial Plan
- Acknowledgement to Country (wording)
- GWM Water's annual council briefing

**ADDITIONAL ITEMS DISCUSSED**

- Nil

**ATTENDANCE**

**Councillors**

- Cr Jim Crowe
- Cr Les McPhee
- Cr Greg Cruickshank
- Cr Gary Norton
- Cr John Katis
- Cr Jessie Kiley

**Apologies**

- Cr Michael Adamson

**Officers**

- Dean Miller, Chief Executive Officer
- Brett Luxford, Director Development and Planning
- David Leahy, Director Infrastructure
- David Lenton, Director Corporate Services
- Warren Snyder, Finance Manager
- Ashley Free, Accountant

**Other**

- Mark William, GWM Managing Director
- Reid Mather, GWM Managing Board Director

**CONFLICT OF INTEREST**

- Nil

**COUNCILLOR ASSEMBLIES ATTENDANCE AND AGENDA**  
**11 August 2015 at 1pm**  
**SWAN HILL VISITOR INFORMATION CENTRE**

**AGENDA**

- Councillor Only Session
- Headspace Update – Murray Primary Health Network
- Fairfax/YESfest update
- 121 McCallum Street - Development of second dwelling, planning permit
- 
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**ADDITIONAL ITEMS DISCUSSED**

- Nil

**ATTENDANCE**

Councillors

- Cr Jessie Kiley
- Cr Jim Crowe
- Cr Les McPhee
- Cr Michael Adamson
- Greg Cruickshank
- Cr Gary Norton

Apologies

- Cr John Katis

Officers

- Dean Miller, Chief Executive Officer
- David Lenton, Director Corporate Services
- Brett Luxford, Director Development and Planning
- Bruce Myers, Director Community & Cultural Services
- David Leahy, Director Infrastructure
- Stefan Louw, Planning Team Leader
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- 

Other

- Ian Johansen

**CONFLICT OF INTEREST**

- Nil

**SECTION D – NOTICES OF MOTION**

Nil

**SECTION E – URGENT ITEMS NOT INCLUDED IN AGENDA**

**Update on Murray Basin Rail Plan – David Leahy**

**24/15 Motion**

**MOVED Cr Cruickshank**

- 1. Write to the Premier of Victoria congratulating the State Government on the decision to support the Murray Basin Rail Project;**
- 2. Write to Peter Walsh MP acknowledging the Coalition's support for the project whilst they were in government;**
- 3. Write to the Federal Minister for Infrastructure and Regional Development, Hon Warren Truss MP, seeking Commonwealth Government support for the project; and**
- 4. Formally acknowledge the advocacy efforts by the region, including individual local councils, North West Municipalities Association, Murray River Group of Councils, Central Murray Transport Group, Rail Freight Alliance, Victorian Farmers Federation, Municipal Association of Victoria, and Regional Development Australia Committees.**

**SECONDED Cr Norton**

**The Motion was put and CARRIED**

## **SECTION F – TO CONSIDER & ORDER ON COUNCILLOR REPORTS**

### **Councillor Michael Adamson**

Christmas in July - Happy Hour with Minister Peter Walsh  
Final meet and Dinner with Yamagata  
Swan Hill Municipal Meeting  
3SH Radio Interview  
Bernie Standen \$5,000 at Pioneer Settlement  
Swan Hill Leisure Centre  
Meeting with Daniel Young MLC  
Yamagata  
SH Blind Auxiliary Regional Conference – morning tea  
Rural & Regional Mayors, CEO and MAV forum  
Robinvale Community meeting

### **Councillor Greg Cruickshank**

Youth Council Talent Show  
Agribusiness Advisory Committee Inaugural Meeting  
Loddon Mallee Waste and Resource Recovery meeting  
Chisholm Reserve Dragstrip Steering Committee  
Waste Management Strategy meeting

### **Councillor Les McPhee**

Citizenship Ceremony  
Ultima Progress Association  
Opening of Alan Garden Netball Courts, Lighting project  
Yamagata Civic Reception  
Yamagata Colonial Feast at Pioneer Settlement  
Yamagata Official Dinner at Spoons restaurant  
Aquatic Centre Management Tender meeting  
Youth Talent Quest

### **Councillor Jessie Kiley**

Swan Hill Inc Business Advocacy forum  
Alan Garden Reserve committee  
Mallee Almond Blossom festival

### **Councillor Gary Norton**

Di Pumpa's funeral  
Country Womens Association meeting  
MAV Board Meeting  
MAV Rural and Regional Forum

### **Councillor Jim Crowe**

Friends of Tyntynder Homestead meeting

**Councillor John Katis**

Nil

**SECTION G – IN CAMERA ITEMS**

Nil

**There being no further business the meeting was closed at 2.41pm.**