

Community Panel Report

Community Vision
Guidance on Council Plan,
Asset Plan and Financial Plan

For the Horsham Rural City Council

Introduction

The Horsham Rural City Council Community Panel met over the course of three days in 2021. Our Panel consisted of 26 people from diverse backgrounds, and we came together with an aim to generate our vision for future Horsham in 2041.

The Community Panel was made up of 26 community members, including: Cecile, Craig, David, Debra, Don, Donald, Fred, Greg, Joel, Karl, Kath, Kola, Matthew, Noah, Petar, Rebecca, Renae, Renee, Scott, Stephen, Tanya, Terry, and Wendy.

Community Vision

In 2041, Horsham region is a vibrant, liveable hub that thrives on strong economic growth and social connectedness. Empowering people to live, work and access opportunities for recreation and culture, now and into the future.

Sustainability

A sustainable community is driven by strong economic growth in a healthy and safe, natural environment.

Liveability

A liveable community is a place where green spaces are prioritised and specialised services are available to promote physical and mental health and wellbeing.

Accessibility

An accessible community is a connected hub supported by an extensive transport network. It is designed to meet the growing demand for services and supports education and wellbeing.

Community

A welcoming community connects the diverse population and enables all people to feel a strong sense of belonging. It is underpinned by a framework of community consultation and accountable and transparent decision making.

Council Plan recommendations

Trust and governance

Remit: How can Council and the community work together to build trust and a more effective partnership? What can be done locally to build closer connections with the community?

Recommendation: To build trust and closer connections with the community, over the next four years we recommend that Council do the following:

- 1** Create a working list of community groups within HRCC. Develop purposeful relationships with them by rostering council members to attend community group meetings to introduce council and work together.
- 2** Individual KPIs for Councillors that are community driven (eg. attending a certain number of community events and meeting with local groups). Community members should have the ability to trace outcomes.
- 3** Continuation of community panel, real engagement from members of the community.

Other actions developed by the Panel:

- All programs must be community driven with passion and commitment for the services they provide from the planning phase, execution, and evaluation.
- Reaching out to the region through strategic means of communication, to be inclusive to the whole community by using different multimedia (eg. FB, instagram, face to face, forums, meetings, etc).
- Regular (monthly) face to face feedback opportunities for the community to be heard and consulted about local issues. Get to know us, and let us get to know you. Attend community meetings.
- Develop a directory of community groups/ organisations/ stakeholders and it be incumbent on Council to meet with the groups at least once a year to discuss how the Council can support these groups and actively implement that support.
- Continue to hold exhibitions (eg. Jubilee Hall), information sessions, community reference panels, surveys, and act on the feedback from the community. Also, engage with stakeholders who will be affected by Council plans during the development stage of plans.
- An easy to access fast-facts progress update “monthly”, on all projects and actions the council is undertaking, through social media, radio, website, etc.

Health and wellbeing

Remit: How can Council build equity through the services and community infrastructure it provides, to best promote social connection, and health and wellbeing in the community?

Health and wellbeing priorities

Recommendation: The areas we would like Council to prioritise to promote health and wellbeing in the community are **mental health** and **economic development**.

Mental health is a priority because having good mental health is vital for social growth, economic development, and community well-being. Education and awareness around mental health will help reduce social stigma.

Poor mental health contributes to other social issues and is a significant burden on our limited health care resources.

Economic development is a priority because we need to grow services and industry in our region through employment opportunities, education and increased access to specialised services.

As a region, it is a challenge to attract specialised services and new members to the community which impacts our ability to grow.

Social connection

Recommendation: To best promote social connection, over the next four years we recommend the community do the following:

- 1** For council and community to support, endorse, and promote community groups and events, including sharing council resources and facilities.
- 2** Encourage and celebrate cultural diversity (create combined events and focus on different ideals and targeting all demographics).
- 3** Creating a safe space to encourage social connection, it may be psychologically or physically (e.g meeting places with a purpose).

Other actions developed by the Panel:

- Create a centralised list of all different groups and organisations with key community leaders.
- Volunteering: support and further promote volunteering activities (outside of council groups) within the region and provide opportunities for education and training for volunteers.
- Where possible, join smaller, similar events together to encourage attendance at events.

Asset and Financial Plan recommendations

Renew, upgrade, build

Remit: With limited resources it is getting more expensive to provide and maintain infrastructure. All Councils struggle with constantly having to balance the cost of renewing, upgrading and building new infrastructure.

What approach should Council use when making decisions around renewing, upgrading, and building new infrastructure?

Recommendation: To achieve our Community Vision, in the next 10 years we would like Council to focus on building new infrastructure.

The reasons for this recommendation are as follows:

- Building multipurpose facilities to meet the needs of the community, aligns with the community vision, promotes economic growth, and builds Horsham into a destination.
- Building new facilities has low impact on the use of current facilities (while the build is occurring). Donating or selling current assets to community groups fosters a positive relationship between them and the council.
- New buildings and infrastructure will be geared towards a digital future, with an ability to manage our new COVID world.

Renew, upgrade, build

The Panel also provided the following recommendations in relation to specific projects:

- A river for the future, including a new second river precinct (it is a long river). How do we keep the water flowing: secure water for the future Wimmera River, Green Lake, Taylors Lake - for recreational and environmental purposes?
- Car/truck/road bridge/bypass - until it is built, and a decision is made, it hinders other projects.
- New sports complex - for all sports

Renew, upgrade, build

While the recommendation is to focus on building new infrastructure, the Panel provided the following reasons for upgrading infrastructure:

- Retention of historical significance, including retention of decentralised facilities (outlying community assets).
- Upgrading is generally cheaper than building new infrastructure (demolition costs, meeting of all new standards).
- Increased utilisation of infrastructure can open new opportunities for funding e.g community group funding solely available from state and federal grants.
- Better maintenance framework can reduce the need for renewal of some facilities, freeing funding for upgrades or new opportunities.
- Economic - the funds used to build a single new facility can be used to upgrade multiple smaller venues. New assets have a greater depreciation and generally higher user group fees. Funding for certain parts of the building can be obtained in stages, rather than only getting funding for new builds. Building new leaves an older run down venue that often sits unused leaving two facilities to maintain instead of one.
- Current assets are located for a purpose, while new needs more space and would likely be in different locations. Heritage value is retained and often new buildings are harder to access for multiple user groups.

Conclusion

Our Community Panel expects Council will be able to benefit from the knowledge and lived experiences of members of the community, who came together to create this vision and these recommendations. We look forward to seeing Horsham grow and prosper over the course of the next 20 years through the implementation of our recommendations.

File ref: GH:kn F06/A10/000002

13 August 2021

Dear Community Panel Member

This report provides you as the Community Panel member on Council's recent Community Engagement project "Horsham Talks" with Council's response to the Panel's recommendations. It has been developed by Councillors and Officers, and actions will be tracked and monitored as part of Council's regular quarterly reporting process back to the community.

Individual responses are provided in italics below to each component of the Panel's Output Report:

Part 1: Community Vision

In 2041, Horsham region is a vibrant, liveable hub that thrives on strong economic growth and social connectedness. Empowering people to live, work and access opportunities for recreation and culture, now and into the future.

Sustainability

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An accessible community is a connected hub supported by an extensive transport network. It is designed to meet the growing demand for services and supports education and wellbeing.

Community

A welcoming community connects the diverse population and enables all people to feel a strong sense of belonging. It is underpinned by a framework of community consultation and accountable and transparent decision making.

Council's Response to the Community Vision

Your Community Vision, unanimously adopted by Councillors on Monday 26 July 2021, provides Council with a clear understanding of the hopes and aspirations of the Horsham community. It will be used to guide our thinking, our planning and how we allocate resources. We hope that it will also influence the work of community organisations, businesses and other stakeholders who are working to create a better future for Horsham.

As directed by the Local Government Act 2020, the Community Vision will be used to guide the development of our key strategic plans, including the Council Plan (incorporating the Health and Wellbeing Plan), Financial Plan, and Asset Plan.

In recognition of the value of your work, we have adopted your Community Vision themes of Community, Liveability, Sustainability and Accessibility to guide our strategic objectives for the next four years. Recognising the importance of Council's role in delivering the Community Vision and Council Plan, we have added a fifth theme of Leadership.

Part 2: Council Plan recommendations

Trust and governance

Remit: How can Council and the community work together to build trust and a more effective partnership? What can be done locally to build closer connections with the community?

Recommendation: To build trust and closer connections with the community, over the next four years we recommend that Council do the following:

1. Create a working list of community groups within HRCC. Develop purposeful relationships with them by rostering Council members to attend community group meetings to introduce Council and work together.
2. Individual KPIs for Councillors that are community driven (eg attending a certain number of community events and meeting with local groups). Community members should have the ability to trace outcomes.
3. Continuation of community panel, real engagement from members of the community.

Council's Response to the Council Plan Recommendations:

We understand there is a strong desire for Council and the community to work together more effectively. We also understand that the community would like to see Councillors work together to further the interests of the community.

In response to the issues raised and recommendations from the Panel, Council will do the following:

- *Work together to better understand the problems with trust and governance identified by the community and how best to respond. We will provide a more detailed plan for how we will address the issues in the next three months.*

- *Create and publish a list of community groups on our website.*
- *Work with the community to develop a “how we will work with you” handbook which will:*
 - *provide clarity about what community groups can expect from Council*
 - *outline Councillor commitments to attending community meetings and events.*
- *Provide regular reporting on:*
 - *community meetings, events and activities attended by Councillors*
 - *planned attendance at future activities.*
- *Invite the Community Panel to meet with Councillors in July 2022, one year after the Panel’s deliberations, to discuss our progress in implementing the Vision and recommendations.*
- *Continue to engage with the Community Panel by providing written notification of engagement activities and invitations to participate where possible.*
- *Explore opportunities to undertake further deliberative engagement on major projects or issues that affect the Horsham community as a whole.*

Health and Wellbeing

Remit: How can Council build equity through the services and community infrastructure it provides, to best promote social connection, and health and wellbeing in the community?

Health and Wellbeing Priorities

Recommendation: The areas we would like Council to prioritise to promote health and wellbeing in the community are **mental health** and **economic development**.

Mental health is a priority because having good mental health is vital for social growth, economic development and community well-being. Education and awareness around mental health will help reduce social stigma. Poor mental health contributes to other social issues and is a significant burden on our limited health care resources.

Economic development is a priority because we need to grow services and industry in our region through employment opportunities, education and increased access to specialised services. As a region, it is a challenge to attract specialised services and new members to the community which impacts our ability to grow.

Social Connection

Recommendation: To best promote social connection, over the next four years we recommend the community do the following:

1. For Council and community to support, endorse, and promote community groups and events, including sharing Council resources and facilities.
2. Encourage and celebrate cultural diversity (create combined events and focus on different ideals and targeting all demographics).
3. Creating a safe space to encourage social connection, it may be psychologically or physically (eg meeting places with a purpose).

Council's Response to the Health & Wellbeing Recommendations:

From the Community Panel's recommendations above, we understand that the community would like to see a focus on mental health and economic development to promote health and wellbeing in the community.

The community would also like to see Council support the community to promote social connection through providing safe spaces, and spaces and resources for community groups. Cultural diversity should also be encouraged and celebrated by Council and through Council processes.

In response to the issues raised and recommendations from the Panel, Council will do the following:

- *Focus on the priority areas of **mental health** and **economic development** in the development of the Health and Wellbeing Plan as part of the Council Plan. Social connection is being considered in many of the strategies and initiatives to promote positive mental health. Economic development is also being considered in respect to supporting tourism, local business and new investment opportunities.*
- *Develop initiatives to improve social connection, drawing on the ideas put forward by the Community Panel. Specifically, all three recommendations will be included or incorporated into the Health and Wellbeing actions of the Organisational Plan and will be highlighted to reflect they refer to the Community Panel's recommendation.*

Part 3: Asset and Financial Plan Recommendations

Renew, Upgrade, Build Infrastructure

Remit: With limited resources it is getting more expensive to provide and maintain infrastructure. All Councils struggle with constantly having to balance the cost of renewing, upgrading and building new infrastructure. What approach should Council use when making decisions around renewing, upgrading, and building new infrastructure?

Recommendation: To achieve our Community Vision, in the next 10 years we would like Council to focus on building new infrastructure.

The reasons for this recommendation are as follows:

- Building multipurpose facilities to meet the needs of the community, aligns with the community vision, promotes economic growth and builds Horsham into a destination.
- Building new facilities has low impact on the use of current facilities (while the build is occurring). Donating or selling current assets to community groups fosters a positive relationship between them and the Council.
- New buildings and infrastructure will be geared towards a digital future, with an ability to manage our new COVID world.

The Panel also provided the following recommendations in relation to specific projects:

- A river for the future, including a new second river precinct (it is a long river). How do we keep the water flowing: secure water for the future Wimmera River, Green Lake, Taylors Lake - for recreational and environmental purposes?
- Car/truck/road bridge/bypass - until it is built, and a decision is made, it hinders other projects.
- New sports complex - for all sports.

Council's Response to the Asset & Financial Plan Recommendations:

From the Community Panel's recommendations above, we understand that the community recommends that the Community Vision for the Horsham region to become a "vibrant, liveable hub" be used to guide major infrastructure and investment decisions.

As a result Council has incorporated in to the Draft Financial Plan the following financial policy statement that "Council will actively plan to construct new assets through adequate strategic planning and advocacy and by applying for government grants and setting aside a component of rate revenue for new assets in-line with recommendations from the Community Panel" and have set a key performance measure that "Funding for new capital expenditure to be greater than 30% of total capital spend"

The recommendation to focus on building new infrastructure and also importantly, the guidance provided by the panel with respect to upgrading infrastructure, will be used to revise the method for prioritisation of projects in the annual budget process for 2022-23 and the annual updates to the Long Term Capital Plan.

The key steps for the revision of the prioritisation method for projects in the annual budget process is outlined below.

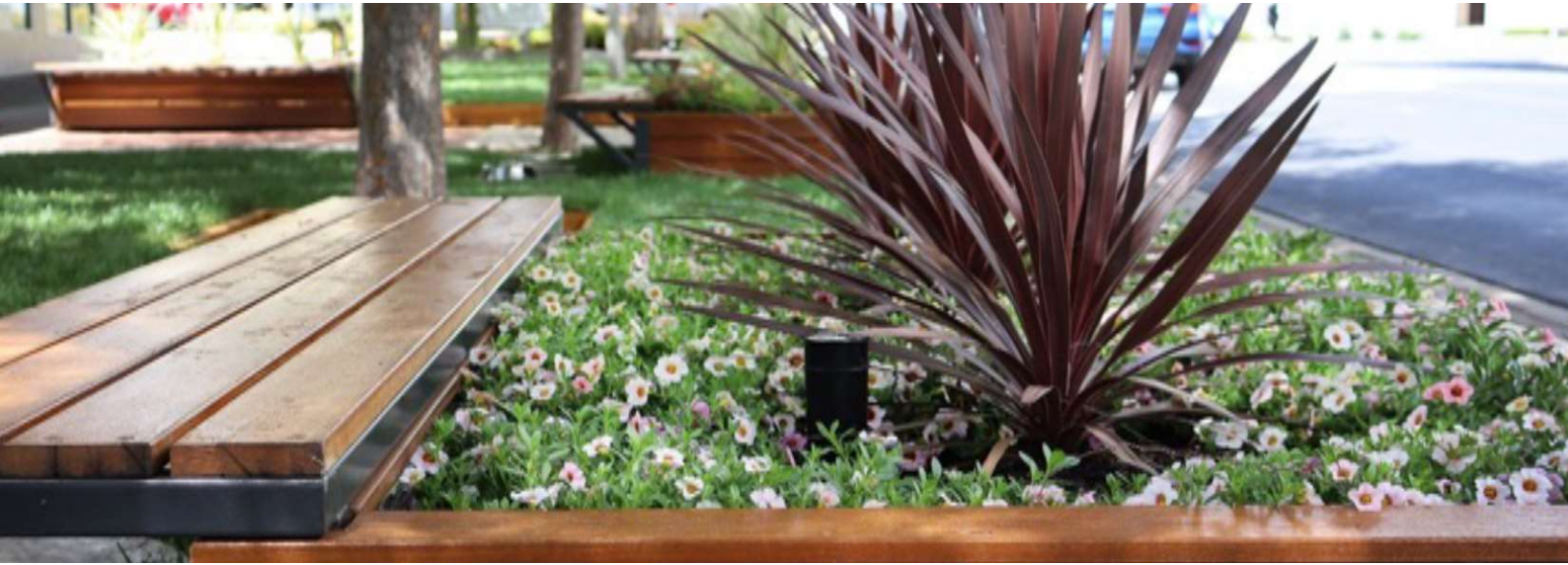
- *The draft Long Term Capital Plan (LTCP) identifies a broad range of projects proposed to be undertaken over the next 10 years.*
- *The sequencing of projects in that Plan over the 10 years is informed by a prioritisation process that Council had previously established.*
- *Each year the LTCP is updated to reflect a rolling 10-year period.*
- *As part of the next annual review of the LTCP, the existing prioritisation framework will be updated to incorporate the recommendations of the Community Panel process.*
- *The first review of this will be incorporated in preparation of the 2022-23 budget process.*

Yours sincerely

Mayor

Draft Council Plan 2021-2025

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Message from your Councillors

It is our pleasure to present to you the 2021-25 Council Plan, which outlines the strategic objectives of Council for the next four years and how we will strive to support our community. This year we have also included the required outputs for the Health and Wellbeing Plan as part of the Council Plan.

Council recognises that the Covid-19 Pandemic has challenged the way we all undertake business and live our daily lives, and also recognises the important role that it must play in supporting the community during these difficult times.

When developing the Council Plan, we actively engaged with the community through listening posts, community group conversations, online surveys, the community satisfactions survey and engagement expos. We gained valuable insight through these discussions and heard directly from people in the community about their aspirations for the future.

A 26 person independent community panel was established and tasked with creating a Community Vision for the next 20 years and providing recommendations to Council regarding the Council Plan and the important question of trust and governance. The panel produced the Horsham 2041 Community Vision which now serves as the key document to guide and inform the development of the Council Plan and other strategic planning documents in to the future.

This new Council Plan has been developed in line with the Community Vision and focuses on strategic aims and priorities for Council for the next four years.

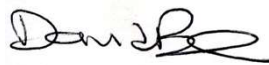
This Community Vision of “In 2041, Horsham region is a vibrant, liveable hub that thrives on strong economic growth and social connectedness. Empowering people to live, work and access opportunities for recreation and culture, now and into the future” will be foremost in our mind as we plan and deliver services, facilities and infrastructure to meet the community’s needs.



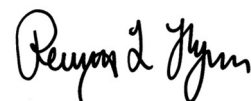
Cr Robyn Gulline, Mayor



Cr Di Bell



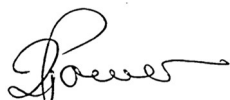
Cr David Bowe



Cr Penny Flynn



Cr Claudia Haenel



Cr Les Power



Cr Ian Ross

Meet your Councillors 2020-24

Horsham Rural City Council has seven Councillors elected every four years by the residents of the municipality. Voting is conducted via postal vote, with the most recent election being held on 24 October 2020.

The Mayor is elected for a one-year period each November and is voted in by the Councillors.

The seven Councillors are the elected representatives of all residents and ratepayers across the municipality. They have responsibility for setting the strategic direction for the municipality, policy development, identifying service standards and monitoring performance across the organisation.



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Welcome to the Council Plan

2021-25

The Council Plan plays an influential role in Horsham’s future over a four year period. It is a key strategic document describing Council’s and the community’s vision for the future, where and how Council will focus its efforts over the four year period and how it will measure progress as it strives towards that vision. The plan now also integrates the Municipal Public Health and Wellbeing Plan and outlines how Council will safeguard, improve and promote the health and wellbeing of the residents within the municipality.

This plan is the result of deliberative engagement with an extensive cross-section of the community, who live, work, study, visit, or own a business in the municipality. These engagement processes have brought the voice of the community to Council, identifying challenges and opportunities and outlining objectives, strategies, and initiatives to deliver change and positive improvement to the Horsham Rural City municipality.

The Council Plan Strategies, Initiatives and Priorities are measured and reported to Council and the community through quarterly reporting and the Annual Report at the end of each financial year. The health and wellbeing elements will be reviewed as part of this process.

The five long-term Strategic Objectives for Horsham Rural City are:

- Theme 1 – Community**
- Theme 2 – Liveability**
- Theme 3 – Sustainability**
- Theme 4 – Accessibility**
- Theme 5 – Leadership**

The Council Plan 2021-25 has been prepared to meet the requirements of the new Local Government Act 2020.





ACKNOWLEDGEMENT OF COUNTRY

“The Horsham Rural City Council acknowledges the five Traditional Owner groups of this land: the Wotjobaluk, Wergaia, Jupagulk, Jaadwa and Jadawadjali people.

We recognise the important and ongoing place that all Indigenous people hold in our community.

We pay our respects to the Elders, past, present and emerging, and commit to working together in the spirit of mutual understanding and respect for the benefit of the broader community and future generations.”

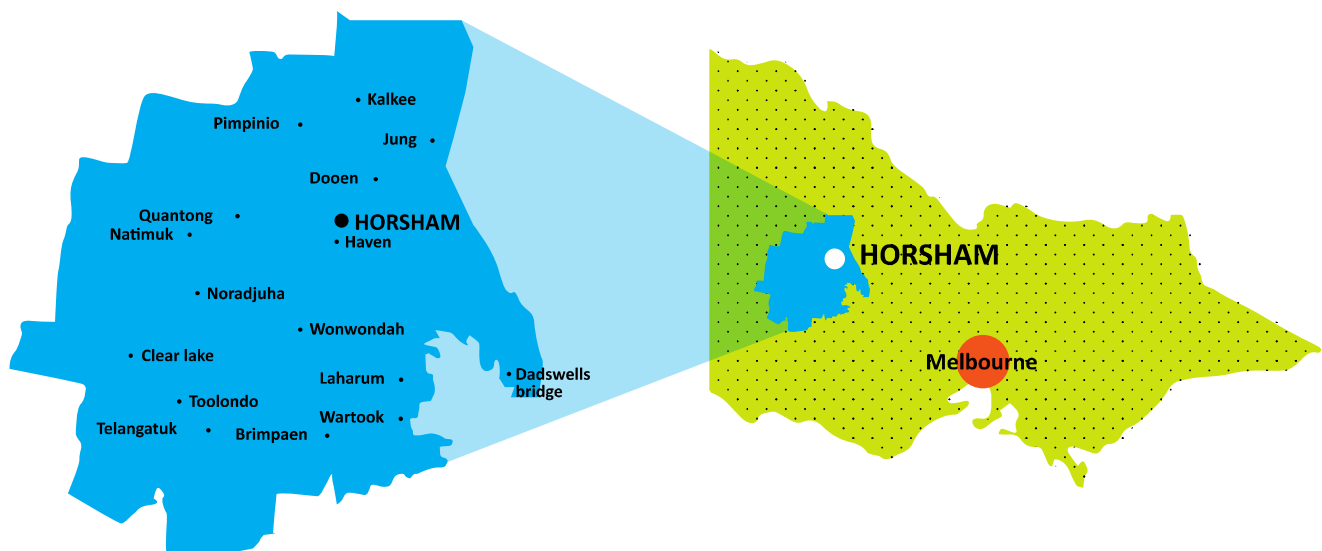
Our Region

Horsham Rural City is a regional city in the Wimmera Southern Mallee region of Western Victoria. A feature of the Wimmera Southern Mallee is it encompasses 20 percent of the area of Victoria and only one percent of the population. Located along the Wimmera River, Horsham is approximately 300 kilometres north-west of Melbourne. The municipality covers an area of 4,267 square kilometres and includes the major centres of Horsham and Natimuk, and the localities of:

Arapiles, Blackheath, Brimpaen, Bungalally, Clear Lake, Dadswells Bridge, Dooen, Douglas, Drung, Duchembegarra, Grass Flat, Green Lake, Greenland Dam, Haven, Jilpanger, Jung, Kalkee, Kanagulk, Kewell, Laharum, Longerenong, Lower Norton, McKenzie Creek, Mitre, Mockinya, Mount Talbot, Murra Warra, Noradjuha, Nurrabel, Pimpinio, Quantong, Riverside, St Helens Plains, Telangatuk East, Tooan, Toolondo, Vectis, Wail, Wartook and Wonwondah.

The success of the municipality is linked to its rich history, strong community and resilient economy. The centre of Horsham is a thriving commercial, cultural, civic and recreation hub that will continue to evolve over time to meet the needs of the community, support and encourage business activity growth and promote the region in order to inspire tourism. Horsham is a hub for health care, speciality retail, community services and arts and culture opportunities. A dryland and broadacre agricultural municipality, Horsham is home to the Grains Innovation Park, a nationally acclaimed agricultural research centre, and quality educational facilities including private and public secondary colleges, a university and an agricultural college. The municipality also has a rich indigenous history and an abundance of diverse natural assets including recreational lakes, wetlands, the Wimmera River, Mount Arapiles (widely regarded as Australia's best rock climbing area) and Wartook Valley and the Grampians National Park is nearby.

Horsham Rural City has an estimated residential population of 20,018 people (2020), a number expected to reach 20,599 by 2036. At the 2016 Census, Aboriginal and/or Torres Strait Islander people made up 1.5 percent of the population and 87.7 percent were born in Australia. People aged 65 years and over make up 20.2 percent of population, a figure projected to increase by 2036. This will have implications for demand and accessibility of housing, infrastructure, services and amenities. Horsham Rural City Council is committed to working with the community to develop the municipality through strong leadership, vision, good governance, responsive services and quality infrastructure, whilst enhancing our liveability and natural environment.



Community Vision 2041



In 2041, Horsham region is a vibrant, liveable hub that thrives on strong economic growth and social connectedness. Empowering people to live, work and access opportunities for recreation and culture, now and into the future.

Themes

Sustainability

A sustainable community is driven by strong economic growth in a healthy and safe, natural environment.

Liveability

A liveable community is a place where green spaces are prioritised and specialised services are available to promote physical and mental health and wellbeing.

Accessibility

An accessible community is a connected hub supported by an extensive transport network. It is designed to meet the growing demand for services and supports education and wellbeing.

Community

A welcoming community connects the diverse population and enables all people to feel a strong sense of belonging. It is underpinned by a framework of community consultation and accountable and transparent decision making.

Community Engagement Process

Council conducted an extensive and deliberative engagement process to inform and develop the Council Plan 2021-25 and the Health and Wellbeing planning process in accordance with Council’s Community Engagement Policy.

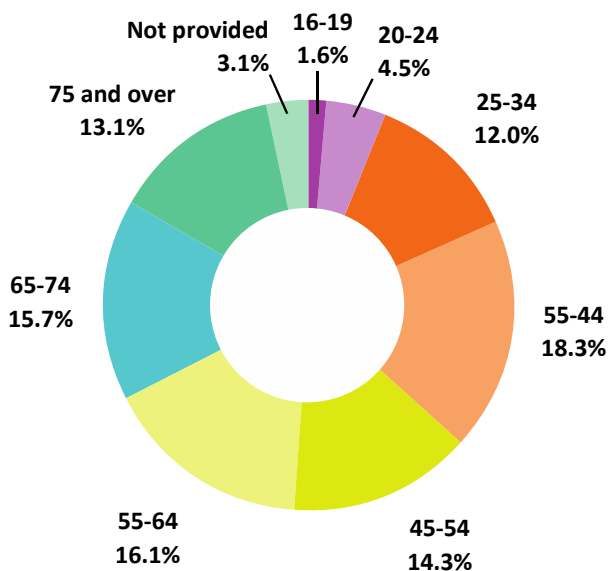
What We Did

Running from February to May 2021, consultants “i.e. community” and the Horsham Rural City Council conducted Horsham Talks - Our Future 2041 community consultation, hearing from the community their aspirations for the future of the Horsham region. The outcomes of this broader community engagement process were used as important inputs into for a community panel of 26 people that was established through an independent process and tasked with developing the Community Vision for the Horsham region in 2041 and to provide recommendations to Council on the Council Plan and Health and Wellbeing Plan.

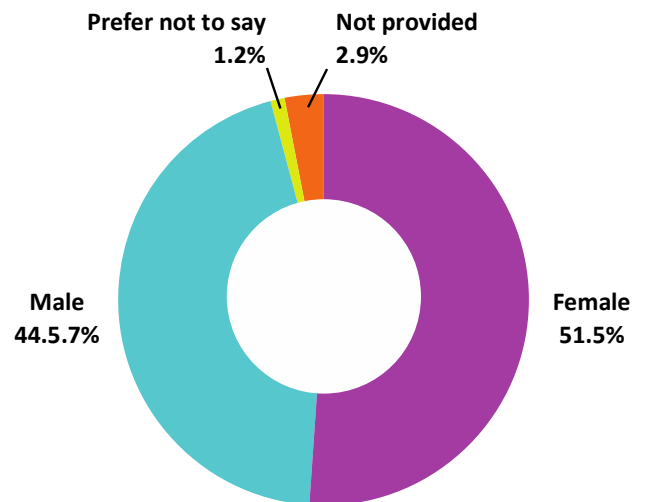
Who did we hear from?

We had a total of 937 responses from 926 people and 11 groups through five different engagement activities. We heard from people of all ages, from all areas of the Horsham region, including those who come for work or to visit.

Age of Respondents



Gender of Respondents



There were opportunities to have a say through a variety of channels, including:

- Online engagement on 'Have Your Say' platform
- Random telephone surveys as part of the Community Satisfaction survey process
- Hosting a community conversation
- Providing feedback via a postcard distributed through Council and community facilities
- Listening posts held at Jung Market and the Horsham Plaza

The six questions asked were consistent across the five different engagement activities, however a subset of the questions were asked at some engagement activities.

1. What do you love about living in the Horsham region? Why is this important to you?
2. What are some things that you are less happy about?
3. If there was one thing you could change to make our municipality better, what would it be?
4. What gives you a sense of belonging or makes you feel most connected to your community?
5. Thinking ahead to 2041, what would you like life in the Horsham region to look or feel like?
6. If you were to tell someone that the Horsham Rural City municipality is a great place to live, what are three things you would highlight?

Some of the feedback from the community can be found in the Themes section between pages 19-31 as well as in Council's Community Vision document.



204 Attendees at Expo

Health and Wellbeing Engagement

In addition to the above, Council ran a “Horsham Talks ... Why We Live Here” engagement ‘expo’ across five days which included an opportunity for engagement with the general community on health and wellbeing. The expo included two structured health and wellbeing workshops with HRCC staff and key health organisation stakeholders. To ensure the community had a range of accessible options for input, an online multiple choice survey provided another avenue for engagement however after the extensive Horsham talks surveying, this online survey yielded only 24 respondents.

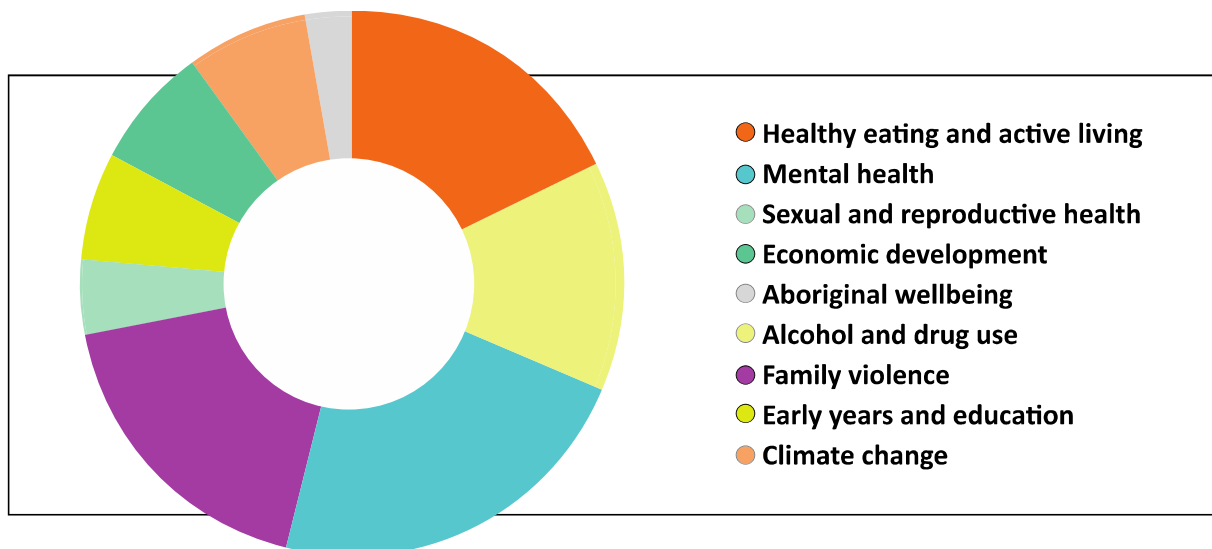
In addition to these, a workshop was held in April 2021 with identified key stakeholders to assess and identify priorities.

Age demographics: 71% of attendees were aged 65 and over and 54% were female.



Key combined output from the expo and survey highlight:

Percentage of responses from survey and expo rating the below as one of their top 3 priorities



Mental health emerging as a key priority is further supported by the deliberative Community Panel which identified Mental Health and Economic Development.

Majority disagree that:

- Drug and alcohol issues are being addressed in my community.

Majority disagree or unsure that:

- My community has a strong focus on tackling climate change.
- My community has a good understanding of safe sexual practices and services available.

Roughly equal numbers agree and strongly disagree that:

- Gender equality is important in my community.

The Community Panel

The Horsham Rural City Council Community Panel met over the course of three days in 2021. The Panel consisted of 26 people from diverse backgrounds, and came together with an aim to generate a vision for future Horsham in 2041 and to provide recommendations to Council in relation to the Council Plan and Health and Wellbeing Plan.

1. The Council Plan

The Panel was asked: “How can Council and the community work together to build trust and a more effective partnership? What can be done locally to build closer connections with the community?”

1. The Panel made the following recommendations:

1. Create a working list of community groups within HRCC. Develop purposeful relationships with them by rostering Council members to attend community group meetings to introduce Council and work together.
2. Individual KPIs for Councillors that are community driven (e.g. attending a certain number of community events and meeting with local groups). Community members should have the ability to trace outcomes.
3. Continuation of community panel, real engagement from members of the community.

Council has responded as follows:

We understand there is a strong desire for Council and the community to work together more effectively. We also understand that the community would like to see Councillors work together to further the interests of the community.

In response to the issues raised and recommendations from the Panel, Council will do the following:

- Work together to better understand the problems with trust and governance identified by the community and how best to respond. We will provide a more detailed plan for how we will address the issues in the next three months.
- Create and publish a list of community groups on our website.
- Work with the community to develop a “how we will work with you” handbook which will:
 - provide clarity about what community groups can expect from Council
 - outline Councillor commitments to attending community meetings and events.
- Provide regular reporting on:
 - community meetings, events and activities attended by Councillors
 - planned attendance at future activities.
- Invite the Community Panel to meet with Councillors in July 2022, one year after the Panel’s deliberations, to discuss our progress in implementing the Vision and recommendations.
- Continue to engage with the Community Panel by providing written notification of engagement activities and invitations to participate where possible.
- Explore opportunities to undertake further deliberative engagement on major projects or issues that affect the Horsham community as a whole.

2. The Health and Wellbeing Plan

The Panel was asked: “How can Council build equity through the services and community infrastructure it provides, to best promote social connection, and health and wellbeing in the community?”

The Panel made the following recommendations:

- a) The areas we would like Council to prioritise to promote health and wellbeing in the community are mental health and economic development.
 - Mental health is a priority because having good mental health is vital for social growth, economic development and community well-being. Education and awareness around mental health will help reduce social stigma. Poor mental health contributes to other social issues and is a significant burden on our limited health care resources.
 - Economic development is a priority because we need to grow services and industry in our region through employment opportunities, education and increased access to specialised services. As a region, it is a challenge to attract specialised services and new members to the community which impacts our ability to grow.
- b) To best promote social connection, over the next four years we recommend the community do the following:
 - For Council and community to support, endorse, and promote community groups and events, including sharing council resources and facilities.
 - Encourage and celebrate cultural diversity (create combined events and focus on different ideals and targeting all demographics).
 - Creating a safe space to encourage social connection, it may be psychologically or physically (e.g. meeting places with a purpose).

Council has responded as follows:

In response to the issues raised and recommendations from the Panel, Council will do the following:

- Focus on the priority areas of mental health and economic development in the development of the Health and Wellbeing Plan as part of the Council Plan. Social connection is being considered in many of the strategies and initiatives to promote positive mental health. Economic development is also being considered in respect to supporting tourism, local business and new investment opportunities.
- Develop initiatives to improve social connection, drawing on the ideas put forward by the Community Panel. Specifically, all three recommendations will be included or incorporated into the Health and Wellbeing actions of the Annual Action Plan and will be highlighted to reflect they refer to the Community Panel’s recommendation.

Health and Wellbeing Plan



Horsham Rural City Council understands the health and wellbeing of our community underpins all that we do. As such, Council has undertaken to integrate the Municipal Health and Wellbeing Plan into the Council Plan in 2021 in accordance with Section 26 of the Victorian Public Health and Wellbeing Act 2008. This approach recognises both the important role and natural alignment of health and wellbeing in all aspects of Council work along with the increase in efficiency of planning processes.

The Council Plan recognises that health and wellbeing is influenced by a series of factors across the built, social, economic and natural environments. In these environments, contributors to good health include safe and accessible footpaths, social connection opportunities, secure housing and access to clean air and open spaces respectively. Similarly, contributors to poor health include inaccessible and unsafe facilities, unemployment, isolation/social exclusion and times of natural disaster (e.g. fire, flood and drought). Certain demographic characteristics also have a significant impact on health outcomes, such as: gender, age and disability. As such, Council adopts a life course approach to health and wellbeing planning (recognising that health outcomes will change across a person's life).

Health inequities also exist in the municipality that are highlighted in the data snapshots (located on the HRCC website alongside the Council Plan). These include: gender, culture and linguistic diversity, living with a disability and age. For example, the risk of family violence is worse for Aboriginal and Torres Strait Islander women, rural/regional women, culturally and linguistically diverse women, women with disabilities and the elderly because they already face other systems of oppression and discrimination which compound their experience of violence.

Rurality is another inequity facing the municipality regarding access to quality health services and some areas of the municipality have a low SEIFA index (Index calculated from data in the Census outlining Relative Socio – Economic Disadvantage). This highlights that certain geographic areas exist with less favourable social and economic circumstances. These areas can often experience poorer health and wellbeing outcomes. These inequities are acknowledged and addressed in this Plan and will be addressed in implementation of actions.

To inform the health and wellbeing planning process, Council has:

- Considered both the 2019-2023 Victorian Health and Wellbeing Plan, Wimmera Primary Care Partnership priorities and the Municipal planning Strategy
- Reviewed the actions and achievements of the 2017-21 HRCC Health and Wellbeing Plan
- Analysed community consultation data
- Engaged staff across Council and members from partner organisations implementing health and wellbeing actions to identify emerging priorities and community need
- Analysed a range of health determinant data snapshots (located on the HRCC website alongside the Council Plan). These include LGA demographic data, health and wellbeing data, Aboriginal and Torres Strait Islander Demographic Profile and Early Years.
- Considered the Royal Commission into Mental Health, the Climate Change Act 2017 and the Gender Equality Act 2020, as well as the requirement for Council's to: 'report on the measures they propose to take to reduce family violence and respond to the needs of victims'

As a result of the above, the identified health and wellbeing priorities remain largely unchanged from the 2017-2021 plan and are (in no particular order):

- Increasing healthy eating and active living
- Reducing harmful alcohol and drug use
- Preventing family violence
- Improving mental health/social connection
- Improving sexual and reproductive health
- Improving early years and education outcomes
- Strengthening economic development
- Tackling climate change
- Improving Aboriginal health and wellbeing



Partnerships


Given the breadth of factors that influence health and wellbeing outcomes, no one agency can be responsible for health and wellbeing alone. Council must work in partnership with other agencies and the general community to work towards the goal of creating a community in which people can achieve maximum health and wellbeing.

This collaborative approach has already begun in the development phase outlined in the engagement process and will continue in the delivery of initiatives and priorities and the review process.

Key partners in ensuring our community's health and wellbeing include (but not limited to):

- CoRE Alliance (HRCC is a member) (Communities of Respect and Equality)
- Department of Education and Training
- Federation University
- Goolum Goolum Aboriginal Co-operative
- Grampians Community Health
- Headspace
- Horsham Aquatic Centre
- Horsham Community House
- Regional Development Victoria
- The Sexual Assault and Family Violence Centre
- Uniting Wimmera
- Victoria Police
- Western Victoria Primary Health Network
- Wimmera Catchment Management Authority
- Wimmera Development Association
- Wimmera Health Care Group
- Wimmera Primary Care Partnership
- Wimmera Regional Library Corporation
- Wimmera Regional Sports Assembly
- Wimmera Southern Mallee LLEN
- Women's Health Grampians
- Other Wimmera Councils

Initiatives

The initiatives/priorities in this Council Plan that are identified as contributing to the Health and Wellbeing priority areas are denoted by a . Detailed health and wellbeing actions are captured in the Annual Action Plan to support the achievement of the Council Plan's initiatives.

The Annual Action Plan outlines the specific health and wellbeing actions. It identifies the health and wellbeing priority areas being addressed, the role of Council in delivery and potential partners. It will be located on the website alongside the Council Plan.

In the early phase of commencing work on these actions SMART measures will be identified and added to the Annual Action Plan. Partners including community will continue to be engaged during the implementation and evaluation of actions.

Council Plan 2021-25

The Council Plan 2021-25 includes the following elements


20 Year Plan Community Vision

- Describes the community's 20 year aspirational vision for the municipality and guides Council planning

4 Year Plan Council Plan

- Strategic Direction - Council's overarching direction that reflects the Community Vision
- Strategic Objectives - Represent Council's strategic direction for the next four years and have been based on the Themes identified by the Community Panel
- Strategies - Approaches to how Council will implement the Strategic Objectives
- Initiatives and Priorities - High level actions for services, infrastructure and amenity
- Monitoring achievements - High level performance indicators for monitoring the achievement of the Strategic Objectives

4 Year Plan Health and Wellbeing

- Health and Wellbeing Plan outlines how the Council will safeguard, improve and promote the health and wellbeing of the residents within the municipality
- Focus areas - the  symbol denotes which initiatives align with and contribute to Council's health and wellbeing focus areas

Strategic Direction

Horsham Rural City Council commits to working with the community, listening to and considering the knowledge and experience of residents, embracing social connection and valuing our natural environment. Opportunities for strong economic growth, accessibility and sustainability, will be delivered through good governance, strategic planning and transparent decision making.

Council Values

A word cloud of council values. The words are arranged in a roughly circular pattern, with some larger than others. The values include: Leadership, Respect, Inclusive, Flexible, Progressive, Friendly, Passionate, Transparent, Excellence, Honest, Open, Aspirational, Caring, Accountable, Receptive, Ethical, Sustainable, Reliable, Proactive, Innovative, Integrity, and Fair.

Strategic Objectives that support the Vision



Theme 1

Community

“A welcoming community connects the diverse population and enables all people to feel a strong sense of belonging”.

What you told us...

“There are diverse and creative people to connect and work with. This gives meaning to my life.”

“The disconnect between the larger towns and the smaller towns in our wider region.”

“I moved to Horsham almost 20 years ago, as soon as I first entered town I knew it was a place I wanted to stay. There is a ‘vibe’ in Horsham that is progressively evolving. There is a sense of community and I enjoy being a part of it.”

“More focus on the community that lives in the Council or surrounding Wimmera towns, rather than focusing on attracting tourists.”

“Close engagement with Aboriginal traditional owners to preserve recreational access to our beautiful wilderness.”

“Just walking into your cafe and knowing the regulars and having a chat. I love that the most.”

“I love that I can walk around and say hello to so many familiar faces in town.”

Theme 1 Community

Horsham Rural City Council will develop the municipality as a diverse, inclusive and vibrant community.

To achieve this Council will put in place the following:

Strategies

1. An inclusive, accessible, connected and safe community
2. A community that encourages and celebrates all cultures, heritage and diversity
3. A community that is empowered in shaping the future of our region
4. A region that acknowledges and engages with First Nations people on place, connection and truth

Initiatives and Priorities

- Communicate and engage effectively with our community to understand their needs and advocate on their behalf
- Support and empower localised community groups in their goals and plans ❤️
- Enhance the inclusivity, accessibility and safety of our places and spaces ❤️
- Develop a principles based and community need driven planning approach for our infrastructure ❤️
- Value and respect the culture of our traditional owners through strengthening relationships and partnerships with the Aboriginal and Torres Strait Islander community in Horsham ❤️
- Promote and support the municipality's key tourism, events and local and cultural offerings ❤️
- Partner on public initiatives to reduce family violence, alcohol and other drugs, tobacco, and gambling related harm ❤️
- Support the communication process to increase knowledge of local health and community services available to the public ❤️



Monitoring Achievements

- Community satisfaction with Community Consultation/Engagement
- Community Satisfaction in Advocacy / Lobbying
- Allocation of Annual Community Grants program

Key related Strategic Documents

Age Friendly Communities Implementation Plan 2019-23	Arts and Cultural Plan 2014-18	City to River Master Plan 2020
Community Inclusion Plan 2019-22	Community Local Law 2011	Horsham Flood Emergency Plan 2018
Horsham North Urban Design Framework 2013	Horsham South Structure Plan 2021	HRCC Tourism Master Plan 2016-20
Horsham Urban Transport Plan 2020	Innovate (Indigenous) Reconciliation Action Plan 2018-20	Municipal Emergency Management Plan 2017-20
Municipal Fire Management Plan 2017-20	Open Space Strategy 2019	Social Infrastructure Framework 2020

Services that support this theme

- **Visitor Services** – Events, Attraction and Activation, Event Support
- **Tourism** – Caravan Park, Tourism Development
- **Creative Services** – Arts Development, Creative Education Services, Horsham Town Hall, Wesley PAC and Horsham Regional Art Gallery Operations, Public Art Provision
- **Recreational Asset Provision** – Community Facilities management and improvement
- **Community Services** – Community Engagement, Disability Awareness and Capacity, Youth Services, Access and inclusion
- **Emergency Management** – State Emergency Service Support, Wimmera Emergency Management, Resource Sharing
- **Community Safety** – Administration of Community Local Law, Fire Hazard Enforcement
- **Animal Management**
- **Streetscapes and Public Conveniences** – City Centre, Public Conveniences, Street Lighting, Street Signage, Other Street Assets, Tree Maintenance
- **Sports and Recreation** – Horsham Aquatic Centre, Sports Complexes Indoor – Maintenance, Sports Complexes Outdoor – Ovals, Turf and Grass, Major Projects

Theme 2

Liveability

“A liveable community is a place where green spaces are prioritised and specialised services are available to promote physical and mental health and wellbeing”.

What you told us...

“Horsham is so central. You can go to Adelaide, Bendigo, Warrnambool or Ballarat. Hub of the Wimmera.”

“I love the wide open spaces, clean air and it’s safe.”

“Increase the use of the area around the river and soundshell and make it a precinct where people want to go to enjoy the view, live music and food.”

“It’s quiet living, a slower, more peaceful way of life as compared to the city... a simple and quiet life.”

“Reap more benefits from the Wimmera River and really shape the development of the region around it. E.g. nightlife opportunities on the river such as restaurants. Cafe’s for morning walkers etc.”

“Horsham is well serviced with health, education, retail and service industries.”

“Football and netball clubs are the fabric of the town and provide purpose for people.”

“New industries to keep younger people here and work and earn a decent wage.”

Theme 2 Liveability

Horsham Rural City Council will actively work to create a healthy and connected community that is a great place to live, work invest and explore for all ages, abilities and backgrounds.

To achieve this Council will put in place the following:

Strategies

1. A resilient, inclusive and socially connected community
2. A destination to live, work, explore and invest
3. A region with a defined identity
4. Diverse and connected open spaces
5. Quality opportunities and facilities that meet the health and wellbeing needs and interests of all ages, abilities and backgrounds

Initiatives and Priorities

- Promote opportunities for life long social interactions and enjoyment ❤️
- Advocate for educational opportunities, delivered locally, to support and encourage lifelong learning ❤️
- Create engaging spaces and places for social connection and wellbeing to build community resilience ❤️
- Encourage participation, diversity and growth in sports, events, arts and culture
- Respond to key community needs, ensuring our municipality is child and youth friendly and encourages positive aging ❤️
- Promote the municipality as a destination highlighting Horsham as a base in Western Victoria, halfway between Melbourne and Adelaide
- Develop range of recreational opportunities with a focus on our natural environment and recreational waterways
- Promote recreational opportunities in our natural environment and recreational waterways to increase visitation
- Advocate and support the establishment and growth of integrated health services and facilities that meet the needs of all community members ❤️
- Plan for sustainable and affordable housing needs of our community ❤️



Monitoring Achievements

- Satisfaction with services (Community Satisfaction Survey)
- Utilisation of Aquatic Facilities (LGPRF)

Key related Strategic Documents

Age Friendly Communities Implementation Plan 2019-23	Arts and Cultural Plan 2014-18	CAD (Central Activity District) Revitalisation 2019
City to River Master Plan 2020	Community Inclusion Plan 2019-22	Early Years Plan 2019-23
Economic Development Strategy 2017-21	Health and Wellbeing Plan 2017-21	Open Space Strategy 2019
Public Arts Implementation Plan 2017	Sport and Recreation Strategy Draft 2013	

Services that support this theme

- **Aged and Disability** – Meals on Wheels
- **Community Wellbeing Strategic Management** – Health and Wellbeing
- **Environmental Health**
- **Early Years** – Supported Play Group, Maternal and Child Health Services – Universal
- **Library Services and Aquatic Services**
- **Parks and Gardens** – Provision of Playgrounds, Open Spaces, Community Housing, Street Cleaning
- **Visitor Services** – Events, Attraction and Activation, Event Support
- **Tourism** – Caravan Park, Tourism Development
- **Creative Services** – Arts Development, Creative Education Services, Horsham Town Hall, Wesley PAC and Horsham Regional Art Gallery Operations, Public Art Provision
- **Streetscapes and Public Conveniences** – City Centre, Public Conveniences, Street Lighting, Street Signage, Other Street Assets, Tree Maintenance
- **Sports and Recreation** – Sports Complexes Indoor – Maintenance, Sports Complexes Outdoor – Ovals, Turf and Grass, Major Projects

Theme 3

Sustainability

“A sustainable community is driven by strong economic growth in a healthy and safe, natural environment”.

What you told us...

“That our region is lagging behind with meaningful action on climate change, especially now we are seeing the effects.”

“A council commitment to carbon neutrality by 2050 and efforts to revegetate large areas with biodiverse plantings.”

“Each year climbers bring many millions of dollars into the Wimmera community and this is now at risk as the bans become more widespread and climbers and their families leave the region. The Horsham Rural City council needs to address this important issue before it is too late. Rock climbers (residents and visitors) are an important part of the fabric of the Wimmera community bringing much needed professional jobs and economic input.”

“100% renewable energy production and use, with net zero carbon emissions. Exporting energy and good care for our natural environment.”

“Be more progressive... be leaders in sustainability. Be leaders in greenscaping.”

“I don't like that we are encroaching more onto our bush with increased small parcels and dwellings. We need more and larger green spaces, both in and out of town.”

Theme 3 Sustainability

Horsham Rural City Council will actively lead in sustainable growth and development of the community and the economy.

To achieve this Council will put in place the following:

Strategies

1. Achieve a sustainable and sound environmental future
2. A sustainable economy where local business, agriculture, tourism and other diverse industries thrive
3. A region where climate change impacts are addressed and remediated
4. A region that attracts new investment, technologies and opportunities

Initiatives and Priorities

- Plan for sustainable development which balances economic, environmental and social considerations ❤️
- Support business, from start-ups to expansion, value adding products and services for our community
- Promote and encourage innovation and new technologies in our community
- Support business resilience and recovery from the impact of business interruption
- Advocate for mining in our region to meet world's best practice
- Support our community and region in adapting to reduce emissions, build resilience to climate change and respond to environmental challenges ❤️
- Advocate for protection, conservation and management of our natural environment to sustain biodiversity and habitats.
- Promote recreational and social environments for people to enjoy (open spaces, waterways etc) ❤️



Monitoring Achievements

- Planning applications assessed within statutory timeframes (LGPRF)
- Total amount and value of building approvals (residential, commercial and industrial)
- Percentage of garbage, recyclables and green organics collected from kerbside bins diverted from landfill (LGPRF)
- Council's greenhouse gas emissions
- Community satisfaction with waste management

Key related Strategic Documents

Council Property Strategy 2019	Economic Development Strategy 2017-21	Environment Sustainability Strategy 2010
Health and Wellbeing Plan 2017-21	Heritage Study 2014	Municipal Parking Strategy 2017
Municipal Tree Strategy Draft	Open Space Strategy 2019	Planning Scheme 2021
Roadside Weeds and Pests Program 2013	Social Infrastructure Framework 2020	Wimmera River Improvement Plan 2013
Zero Carbon Plan 2021		

Services that support this theme

- **Building Services Regulatory** – Building Approvals
- **Planning Services** – Statutory Planning
- **Waste Management Services** – Garbage, Recycling, Transfer Stations and Landfills
- **Natural Resource Management** – Fire Protection Works, Other Street Assets, Roadside Vegetation Management
- **Parks and Gardens** – Waterways, Foreshores and Wetlands
- **Management and Administration** – Planning and Promotional Management and Administration, Planning and Economic Development Services
- **Economic Development** – Business Development, Industrial Estates, Wimmera Business Centre, Wimmera Development Association, Wimmera Intermodal Freight Terminal
- **Parking and Traffic Management** – Parking Control, School Crossing Supervision
- **Sustainability** – Developing sustainability, carbon neutral and climate change plans
- **Community Facilities Management**
- **Long term Asset Planning**
- **Open Public Space Planning**
- **Streetscapes and Public Conveniences** – City Centre, Public Conveniences, Street Lighting, Street Signage, Other Street Assets, Tree Maintenance

Theme 4

Accessibility

“An accessible community is a connected hub supported by an extensive transport network. It is designed to meet the growing demand for services and supports education and wellbeing”.

What you told us...

“Not a truck, highway, heavy transport route running through the very heart of our beautiful river town. We desperately need a transport bypass to progress our vibrant city in 2021 and beyond.”

“Domestic air transport services would make specialist health professionals more likely to offer services.”

“I would make Horsham a bike and walking friendly town, and make that the normal.”

“I am unhappy about the lack of a passenger train service and the current state of the Railway Station Precinct.”

“Community transport from small towns to Horsham.”

“Opening up of roads blocked by railway lines. Planning of roads and traffic movement to cater for new residential expansion.”

“More bike friendly, encourages people to ride to work, ride for fun, or ride to get to places such as parks.”

Theme 4 Accessibility

Horsham Rural City Council will meet community needs through connected transport networks and the provision of accessible and welcoming places and spaces.

To achieve this Council will put in place the following:

Strategies

1. Improved and connected transport services and networks in and around the region
2. Diverse services, programs and facilities that are accessible to all
3. An integrated, strategic and needs based approach to investing in our places and spaces

Initiatives and Priorities

- Ensure a safe and connected transport network including active transport ❤️
- Advocate for supporting infrastructure to ensure connections to key places and services ❤️
- Planning for places and spaces to provide connectedness and social inclusion ❤️
- Support lifelong learning opportunities for all people ❤️



Monitoring Achievements

- Satisfaction with sealed local roads (Community Satisfaction Survey)
- Infrastructure renewal/maintenance ratio

Key related Strategic Documents

Age Friendly Communities Implementation Plan 2019-23	Asset Management Improvement Strategy 2018	Asset Management Plans 2018
Bicycle and Shared Path Plan 2012-16	Community Inclusion Plan 2019-22	Horsham Aerodrome Business Plan 2010
Health and Wellbeing Plan 2017-21	Horsham North Urban Design Framework 2013	Horsham Rail Corridor Master Plan 2016
Horsham South Drainage Strategy 2013	Horsham South Structure Plan 2021	Horsham Urban Transport Plan 2020
Municipal Early Years Plan 2020	Open Space Strategy 2019	Road Management Plan 2017
Social Infrastructure Framework 2020	Wartook Valley Strategy 2017	Wimmera Intermodal Freight Terminal Master Plan 2015

Services that support this theme

- **Management and Administration** – Infrastructure Services Management and Administration, Asset Management – customers, internal, Executive Management Team, Council
- **Building Asset Management**
- **Business Activities** – Horsham Aerodrome Operations, Horsham Regional Livestock Exchange Operations, Private Works Recharged
- **Operations Management** – Operations Management, Fleet Management
- **Rural Infrastructure** – Bridge Maintenance, Road Construction, Road Maintenance, Quarry Management
- **Streetscapes and Public Conveniences** – City Centre, Public Conveniences, Street Lighting, Street Signage, Other Street Assets, Tree Maintenance
- **Sports and Recreation** – Horsham Aquatic Centre, Sports Complexes Indoor – Maintenance, Sports Complexes Outdoor – Ovals, Turf and Grass, Major Projects
- **Urban Infrastructure** – Footpaths, Walking Trails/Paths, Stormwater Drainage, Off Street Car Parks, Road Construction, Road Maintenance

Theme 5

Leadership

“Council needs to build trust and closer connections with the community”.

What you told us...

“More communication, more open Council meetings with the public. More question time and opportunities for input.”

“There has to be more input from the ratepayers to the Council... Council won’t listen to the people and they need to start”

“A council that is not wanting to keep things the same or the ways things were in the past. Let’s make it a better place to live in the future - not what it was before.”

The community indicated an interest for Council to be more progressive, proactive, involved, young and diverse.

“Forming a panel including community representative from each suburb. A point of contact with municipality from each community.”

“No more uncertainty or worry that rates will continue to climb, not to fund improvements to our lifestyles, but the ongoing subsidisation of incompetence.”

Theme 5 Leadership

Horsham Rural City Council, will build trust and connections with the community through good governance, community consultation, accountability, transparent decision making and financial stability.

To achieve this Council will put in place the following:

Strategies

1. Good governance, through leadership and connection with community
2. Good management for financial sustainability
3. High organisational standards focussing on continuous improvement
4. Accountable and transparent decision making
5. A safe, inclusive, and resilient culture that delivers for the community
6. Position Horsham Rural City Council as a leader in local government

Initiatives and Priorities

- Build trust through meaningful community engagement and transparent decision making
- Engage with community early on in projects and throughout to promote efficiencies and awareness of external funding opportunities
- Enable a customer/stakeholder-focused approach that delivers efficient and responsive service
- Attract, retain, respect, value and invest in quality staff
- Implement systems, processes and use of technology that support efficient and secure business operations
- Work in partnership with key agencies and other levels of government to provide leadership and support in emergency preparedness, response and recover processes



Monitoring Achievements

- Community satisfaction with customer service (Community Satisfaction Survey)
- Community satisfaction with overall Council direction (Community Satisfaction Survey)
- Community satisfaction with Council decisions
- Community satisfaction with consultation and engagement
- Community satisfaction with Council lobbying on behalf of the community

Key related Strategic Documents

Audit and Risk Committee Charter 2020	Business Continuity Plan 2018	Community Engagement Framework/Policy 2021
Customer Commitment Charter 2020	Digital Community Strategy 2013	Health and Wellbeing Plan 2017-21
Internal Audit Program/Plan 2020-22	Occupational Health and Safety Plan 2020	Rates Strategy Revenue and Rating Plan 2019
Strategic Risk Management Framework 2021		

Services that support this theme

- **Management and Administration** – Building Operations, Corporate Service Management, General Office Operations, Governance Services and Support
- **Financial Services** – Treasury Management, Financial Reporting, Receivables Management – Debtors, Procurement Services
- **Governance and Leadership** – Chief Executive Officer Operations, Council, Mayor and Councillors, Media and Communications
- **Organisational Development** – Human Resources, Occupational Health and Safety
- **Rates and Property Services** – Rates, Valuation and Property Services
- **Information and Technology** – IT Support, Software/Hardware

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Horsham Rural City Council

Asset Plan

DRAFT – 18 August 2021



Horsham Rural City
Council urban rural balance

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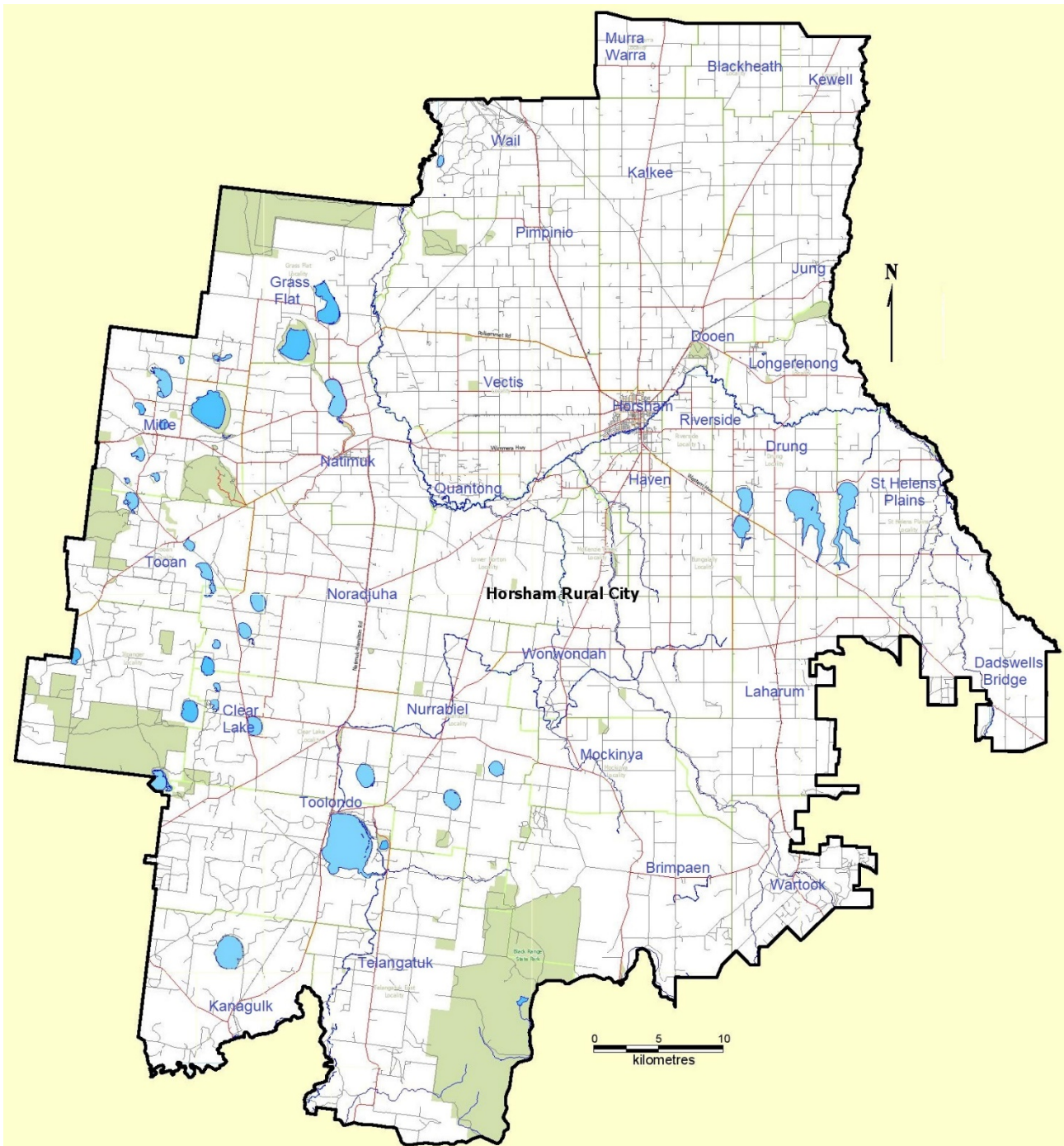
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Appendices

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Map of Horsham Rural City Municipality



The Asset Plan

Introduction

This Asset Plan has been prepared to provide information to the community about Council's long-term approach to managing the assets Council holds in order to provide the range of services to the community.

The Asset Plan identifies the strategic and operational practices which will ensure that Council manages assets across their life cycle in a financially sustainable manner. The Asset Plan, and associated asset management policies provide Council with a sound base to understand the risk associated with managing its assets for the community's benefit.

The Asset Plan integrates with the Long Term Financial Plan to inform Council's strategic financial planning. This integration occurs through the identification of the amount of capital and maintenance expenditure that is required over the life of each asset category. The level of funding incorporates knowledge of asset condition, risk assessment, and the impact of reviewing and setting intervention and service levels for each asset class.

A key component of the Asset Plan is the Long Term Capex Plan (LTCP) which compiles the range of capital projects proposed for renewal, upgrade and new capital works over the next 10-year period.

In addition to identifying the operational and strategic practices that ensure that Council manages assets across their life cycle in a financially sustainable manner, the Asset Plan quantifies the asset portfolio and the financial implications of those practices.

Community Engagement

This Asset Plan has been prepared to address the requirements of section 92 of the Local Government Act (2020), including the various phases of the asset life cycle listed in point (3)(a) of that section of the Act, and the requirement for deliberative engagement in the development of the Plan.

The deliberative engagement process included the establishment of a Community Panel, which developed the Community Vision, and provided recommendations to Council on the Council Plan, Long Term Financial Plan and Asset Plan. A later section of this document describes how Council will give effect to the recommendations from the Community Panel on this Plan.

The Assets

Roads

Council's road network includes both urban roads within the townships and the rural roads outside the townships. Note that the main (arterial) roads within the municipality are managed by Regional Roads Victoria. These arterial roads can be distinguished as they are named with a route identifier (e.g. A8 is the Western Highway, C222 is the Northern Grampians Road).

The main components within the roads asset class are typically:

- sealed surfaces, pavements and kerbs in the urban areas
- sealed surfaces, pavements and shoulders for the rural sealed network
- unsealed pavements for the rural unsealed network.

Associated with this asset class are traffic control devices, signs, roundabouts, guideposts and delineators, on road bike paths, on-road and off-street car parking, line marking and raised pavement markers, guardrails, minor drainage structures and drains.

A summary of the road assets managed by Council is:

- 144 km of sealed urban roads
- 814 km of sealed rural roads
- 936 km gravel rural roads
- 1,006 km earthen rural roads
- 249 km kerb and channel (gutters)
- 48 car parks.

Bridges and Major Culverts

Within the road network there are major structures that cross waterways including bridges, major culverts (defined as those larger than 375 mm diameter or box culverts of equivalent cross section) and footbridges and boardwalks.

There are 71 bridges/culverts of which 25 are bridges with piers and girders. Council's largest bridges are the Wimmera River bridges at Polkemmet, Riverside and Drung Drung.

Buildings and Other Structures

This asset class primarily includes buildings, but also includes several other structures such as retaining walls, shelters and swimming pools.

There are 167 buildings ranging from the Horsham Town Hall to community halls, kindergartens and many more.

Examples of some of the key other structures included in this category are Horsham Regional Livestock Exchange (HRLE), the Wimmera Intermodal Freight Terminal, Horsham Aquatic Centre, and the Aerodrome.

Footpaths and Pathways

This asset class includes footpaths, tracks and trails and includes cycling paths, ramps, railing, signs and DDA (Disability Discrimination Act) and other non-slip surfacing.

Council manages 176.3 km of footpaths and pathways, of which:

- 29.6 km are link footpaths (F1 – refer hierarchy on p14)
- 31.08 km are collector footpaths (F2)
- 115.6 km are local footpaths (F3)

In addition, there is 64.5 km of bike paths.

Stormwater Drainage

The urban stormwater drainage network includes underground pipes, open drains, pits and drainage structures including retention basins, litter traps and erosion structures. These assets are only found in the urban areas of Horsham and Natimuk, and at some key facilities, e.g. WIFT, Aerodrome, Horsham Regional Livestock Exchange (HRLE).

There are approximately 147.6 km of stormwater pipes and 4721 pits and headwalls included in the stormwater category.

Recreation and Open Space

This asset class includes playgrounds, recreation reserves, parks and gardens, wetlands and trees. There is a vast range of asset types including, but not limited to, the following:

- Playground equipment and under surfacing.
- Recreation reserves including recreation playing surfaces, lighting and drainage together with fencing and irrigation systems.
- Parks and gardens including street and park furniture including seats, tables, bins, fixtures and signs.
- Wetlands.
- Trees in parks and street trees, garden beds, plants, shrubs, lawns and all included in open space however are not categorised as assets from a financial perspective.

There are approximately 4,900 open space assets including 27 playgrounds and associated assets, recreational reserves, assets in the Botanic Gardens and various open space furniture around Horsham's CBD.

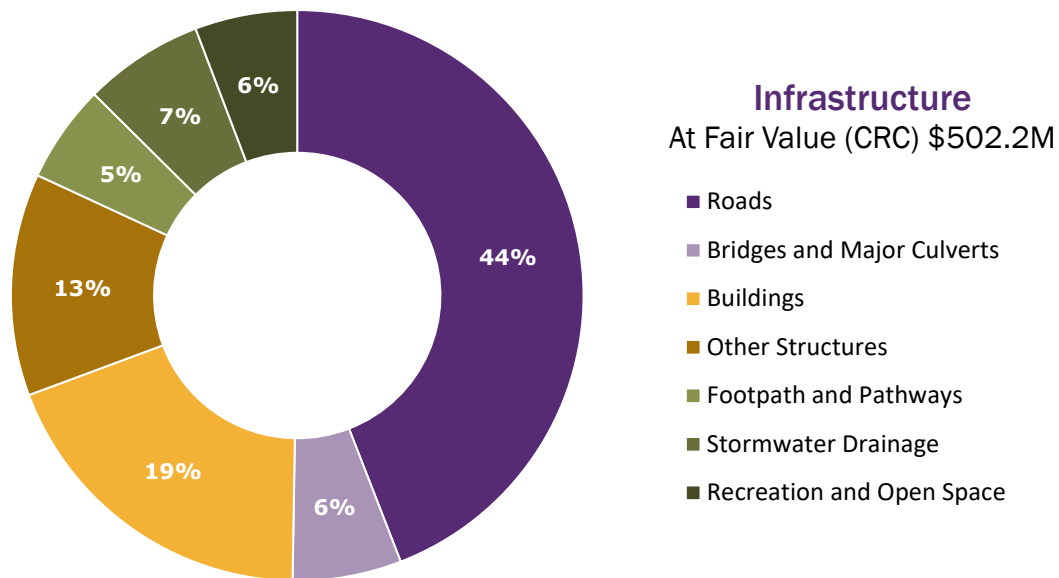
Summary of Assets

Each class of asset has been valued. The summary is provided in Table 1 together with an overall condition of the asset class.

Table 1 Summary of Replacement cost by Asset Class

Asset Class	Replacement Cost	Valuation Date	Overall Condition
Roads	\$221.52 million	30 June 2018	Sealed roads average condition 1.72 Unsealed roads average condition 1.26
Bridges and Major Culverts	\$30.87 million	30 June 2020	Bridges average condition 1.19
Buildings	\$95.7 million	30 June 2020	2.66
Other Structures	\$63.2 million	30 June 2021	n/a
Footpath and Pathways	\$27.81 million	30 June 2018	3.12 (footpaths)
Stormwater Drainage	\$33.9 million	30 June 2019	1.58
Recreation and Open Space	\$29.00 million	30 June 2020	2.86
Total	\$502.17 million		-

Figure 1 Summary of assets



Service Levels

The fundamental purpose of Council's assets is to provide services to the community. Council strives to provide infrastructure assets of a suitable standard that allows the community to function in its day-to-day activities and to meet community demands now and into the future.

From an asset management perspective, the principles used to achieve the desired service levels relate to setting the standards of construction and maintenance of the assets for their particular purpose. The sections below provide an overview of the service levels achieved from each asset class. A detailed description of service levels is included as Appendix A to this Plan.

There is a set of maintenance and construction standards established for each asset class which forms the basis of predicting the cost of providing services.

Fundamental to assigning a service level is a hierarchy classification, which has been established for each asset class. This hierarchy is used to setup the framework that drives decision making on the budget needed to ensure the asset provides the expected service level for the community. The asset hierarchy separates assets into groupings primarily based on importance and utilisation.

Assets with lower importance and utilisation will have a different service level expectation, which then relates to the funding allocated to the upkeep of that asset.

A visible example of this hierarchical approach is for roads, where there are clearly evident differences in the standards set for interstate highways compared to local access roads. The hierarchies for different asset classes is also discussed in this section of the Plan.

Roads

Roads are constructed and maintained to be suited to the levels and types of traffic associated with their assigned hierarchy including consideration to travel width, vegetation clearance, ride comfort measured through roughness and the extent of street sweeping in urban areas. The principle service provided by roads is transport of goods and people.

Council conducts regular condition inspections to assess the need for maintenance or reconstruction of its roads. A significant proportion of Council's asset management budget is committed to the ongoing renewal of roads to maintain them to their current construction standard. The Horsham Urban Transport Plan and the Rural Road Network Plan (currently under development) provide guidance to Council to consider upgrading sections of the network to meet the required standard. The ability to upgrade sections of roads is subject to available funding.

Bridges and Major Culverts

Bridges and culverts are maintained to provide suitable access for vehicles using the road network. In some cases, bridges or culverts may not have the capacity to cater to larger, heavier trucks that are becoming more common in the municipality. This may lead to the need for some load limits on these structures, and for alternative routes to be used, until such time as the structures are able to be upgraded.

Buildings and Other Structures

In contrast to roads, where the roads are effectively the service, buildings cater for a wide variety of Council's services. Buildings are maintained to be fit for purpose for their allocated hierarchy, and having

regard for the specific needs of the services they host. This can mean that different buildings will have different maintenance needs and schedules.

As an example, a regional level facility, such as Horsham Town Hall, needs to be maintained to a higher standard than, say, a local community hall, as the expectations on the standard of presentation are higher.

Footpaths and Pathways

Footpaths provide access primarily for pedestrians, but also increasing numbers of mobility assistance vehicles (gophers) and bicycles (for children). Shared pathways are also found in many open space areas.

Footpaths in residential areas are typically concrete, or pavers in some high pedestrian areas. Shared pathways have a range of surfaces.

The following principles have been adopted by Council for footpaths in Horsham:

- All streets should have a footpath on at least one side of the street.
- Some main routes should have a footpath on both sides of the street.
- In some places, there are footpaths that were constructed with a bitumen seal in about the 1950s that have gradually disappeared. These will be replaced with concrete paths.

There is a backlog of streets that currently do not have footpaths that meet these principles. A program is in place to progressively install these missing sections of footpaths.

Footpath maintenance is also a key priority for Horsham, given the highly reactive (moving) soils that cause displacement in sections of footpaths. A major program to remedy these gaps has been in place over the past two years and will be continued to be rolled out.

Stormwater Drainage

Drainage is necessary to remove excess rainfall from properties, roads and open spaces. The sub-surface drainage network starts with relatively small pipes (225 or 300 mm diameter) at the outer reaches of each local catchment. As the system progresses downslope, these pipes tend to increase in size, in Horsham reaching diameters of up to 1,200 mm before outfalling either to the Wimmera River or a series of basins. In several locations the water is reused to facilitate watering of open spaces, e.g. Wotonga Basin, Racecourse Reserve, Police Paddock basins. In other cases, the basins (wetlands) improve the quality of the drainage water to allow settling of solids and reduction of the nutrient load in the water before it reaches the Wimmera River. In Natimuk the drainage network outfalls to Natimuk Creek.

The target standard for the underground drainage systems is for them to be constructed to cope with a 1 in 5 year flood event and be maintained so drains are cleared annually or in response to blockages. Hydraulic modelling of the network is planned for the near future to review the capacity of the constructed system, and identify any gaps in the network (e.g. undersized pipes).

In rural areas, roads require a table drain to protect the road pavement from degradation due to waterlogging. The roadside drains are generally not intended to provide drainage of the adjoining paddocks. Maintenance of these roadside drains is required to ensure their continued effective performance.

Recreation and Open Space

There are a myriad of assets that support Council's recreation and open space services, ranging from sporting facilities to bench seats on walking paths.

Open space assets are inspected, cleaned and maintained to be fit for purpose for their allocated hierarchy.

Hierarchy

The hierarchy used for the classification of assets in this plan is outlined below:

Roads

The road network within the municipality comprises arterial roads and local roads. Arterial roads are at the top of the hierarchy being roads that are managed by Regional Roads Victoria (formerly VicRoads). These roads include the highways and major roads within the municipality. This includes the Western, Wimmera and Henty Highways, and other roads including the Horsham Noradjuha Rd, Williams Rd and Wombelano Rd. Arterial roads can be distinguished by their route numbers, featuring a letter (A, B or C) and a number, for example C222 is Northern Grampians Rd.

Other roads within the municipality are classed as local roads and are generally Council's responsibility.

Council's road hierarchy is defined in its Road Management Plan. The table below sets out the four classes of roads and some related assets. Council maintains a road register which lists the classification of each road in accordance with this hierarchy. The Road Management Plan and Road Register are published on Council's website.

Table 2 Road and related assets hierarchy

Name	Function	Indicative Traffic Volume (VPD)
Link	Roads other than arterial roads that link significant destinations and are designed for efficient movement of people and goods between and within regions. Also provide property access.	Rural > 100 Urban > 1000
Collector	Roads other than arterial or link roads that provide movement of traffic within local areas and connect access roads to a substantial number of higher order roads. Also provide property access.	Rural 50 - 100 Urban 500 - 1000
Access	Roads other than arterial, link or collector roads, that provide access to the street address of occupied properties.	Rural < 50 Urban < 500
Minor	Roads other than arterial, link, collector or primary access roads that provide access to occupied property other than to the street address, or access to non-occupied abutting properties, and non-residential property.	Less than 50
Ancillary Area	An area of land owned or managed by Council, maintained by a responsible road authority as ancillary to a public road.	
Path	A road reserve that contains a constructed pathway but does not contain a constructed or formed roadway.	
Paper Road	Road reserve not reasonably required for general public use	

The Road Management Plan also provides details on the maintenance standards applicable to each level of road. Standard construction forms are described in the service levels appendix to this Plan (Appendix A).

Bridges and Major Culverts

The hierarchy level applicable for bridges and major culverts generally follows the standard of the road on which the structure is built. In addition, these structures need to have consideration for the (typically) waterway that they are built across, with larger bridges required on the major streams, and typically culverts on the smaller waterways.

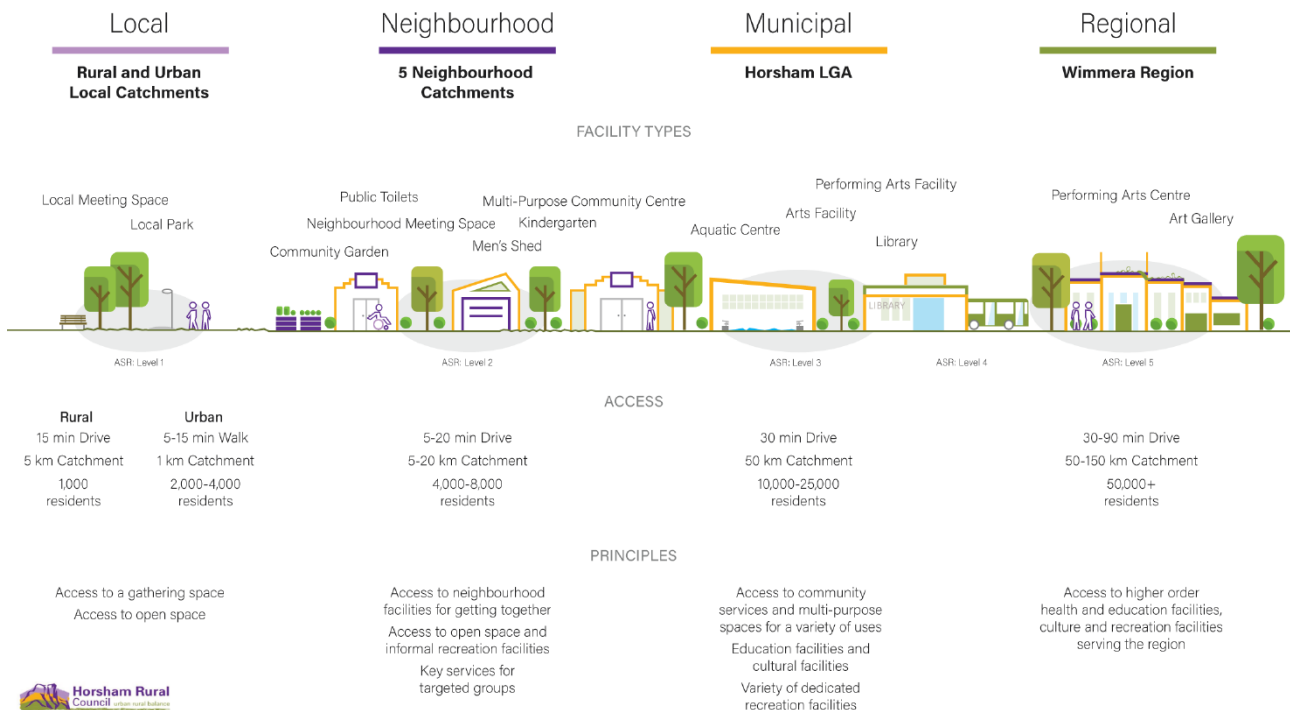
Buildings, Recreation and Open Spaces

Buildings, recreation and open spaces share the same hierarchy which was developed in Council's Social Infrastructure Framework, being classified into four groupings as follows in order of utilisation and importance to the community:

- Regional
- Municipal
- Neighbourhood
- Local.

This is explained in the following diagram.

Figure 2 Buildings, recreation and open spaces hierarchy



The four levels of hierarchy identified are:

Local: Local facilities are limited to facilities that should be accessible close to home such as a local meeting space and a local park. The access benchmarks are different for rural and urban areas. Rural areas of around 1,000 residents may require a local facility, however a similar facility in an urban area can serve a larger population (between 2,000 to 4,000 residents). In the rural area, local facilities may need to be accessed by car (approximately 15 minute drive), but in the urban area, they should be accessible by walking.

Neighbourhood: Neighbourhood facilities are a broader range of facilities, including neighbourhood meeting spaces, community gardens and kindergartens. Multiple neighbourhood facilities may be provided across the municipality including some in rural areas.

Municipality: Municipal facilities are higher order facilities such as a children’s and community hub, aquatic centre, and library. Generally, one municipal facility is provided to serve the whole Horsham Municipality. As the centre of the Horsham Municipality, these facilities should all be located in Horsham City.

Regional: Regional facilities are significant facilities that serve the whole Wimmera Region. Regional facilities include regional arts and cultural facilities. As the regional centre, these facilities tend to be located in Horsham City.

Footpaths and Pathways

Council's Road Management Plan also defines a hierarchy for footpaths, as follows:

Table 3 Footpath hierarchy

Hierarchy	Broad description
F1	High Use & Risk Major shopping centres and heavily used pedestrian areas Horsham Central Business District; intermittent high pedestrian use areas (examples are, sporting complexes; medical/hospital facilities, retirement complexes)
F2	Medium Use & Risk Busy urbanised areas and heavy use link paths Moderately pedestrian use areas. Typical of these are small suburban shops; walking /running and leisure tracks with high usage, such as the Wimmera River track adjacent to Barnes Blvd
F3	Lower Use & Risk Less frequently used paths Footpaths in less well used areas, running tracks, cycling and recreational tracks

Stormwater Drainage

The drainage network in urban areas does not have an assigned hierarchy, however the asset size (pipe diameter) is governed by the required flow capacity based on the catchment area served at any point in the network, and tends to increase downslope within each catchment.

Condition Assessments

Regular condition assessments are critical to guide Council's asset maintenance and renewal priorities. Customer initiated maintenance requests also inform this understanding of asset condition. A summary of a generalised condition ranges applied to individual assets is provided in Table 4.

Table 4 Infrastructure asset condition

Condition	Description	Grade
0	New	Excellent
1	Near new or recently rehabilitated	Very Good
2	The infrastructure in the system has some element that show general signs of deterioration	Good
3	The infrastructure in the system shows general sign of deterioration that requires attention; some element requires significant deficiencies	Fair
4	A large portion of the system exhibits significant deterioration	Poor
5	Many component of system exhibit sign of failure which is affecting services	Very Poor

The following shows the condition profile for each asset class based on the most recent assessment as shown with the date in the chart title.

Figure 3 Seal Road condition profile 2018

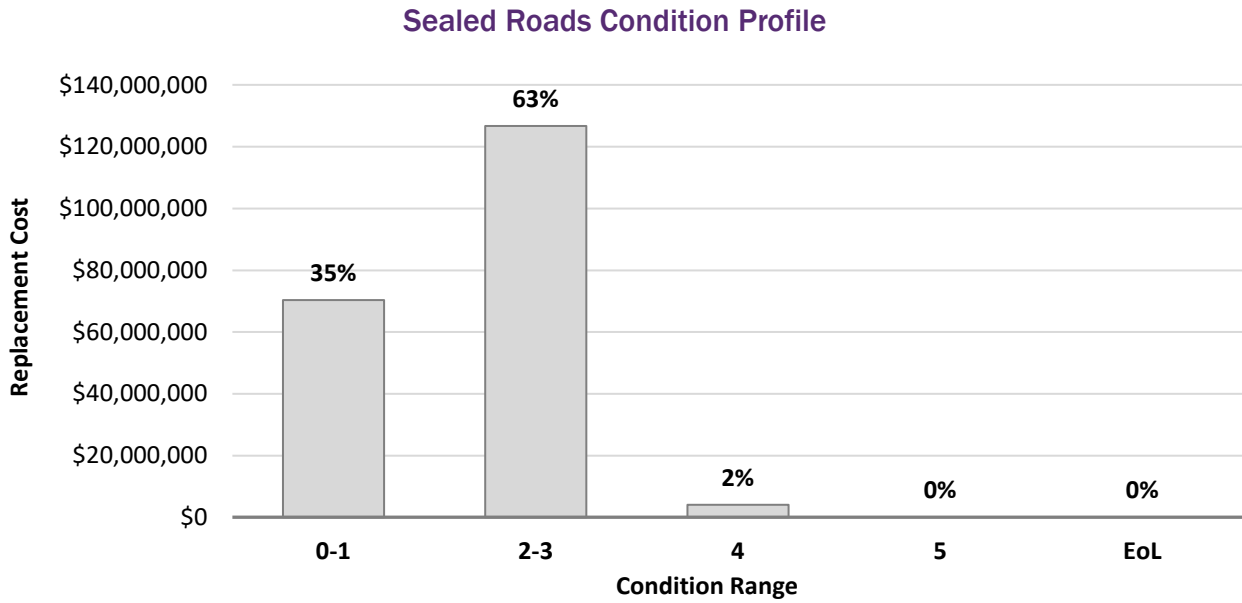


Figure 4 Unsealed Road condition profile 2018

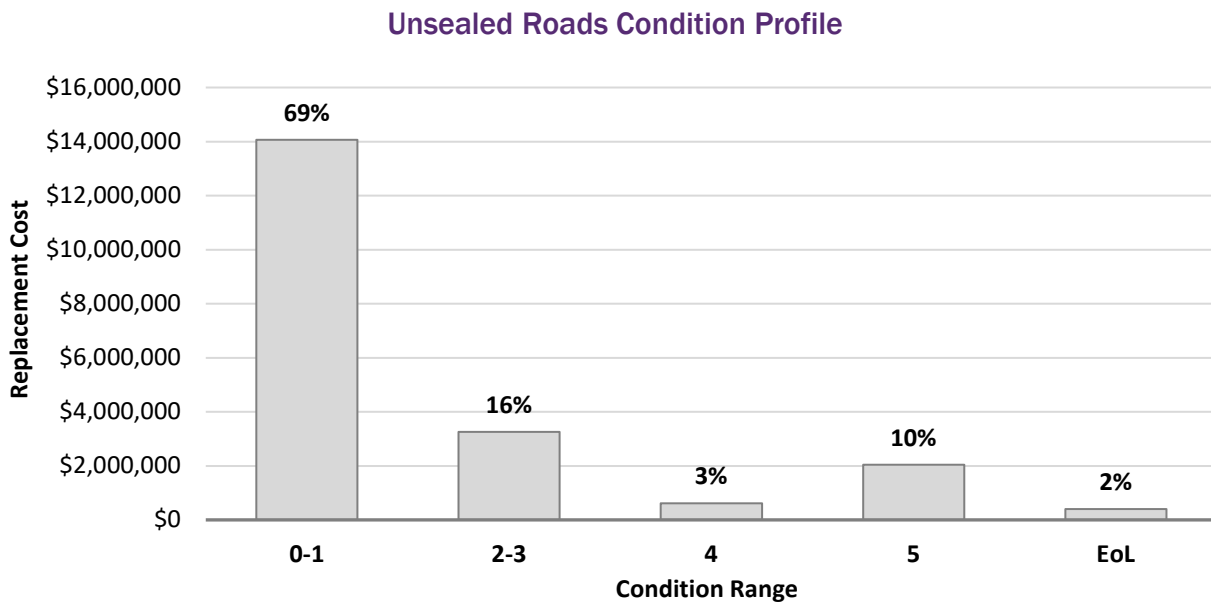


Figure 5 Bridge and Major Culvert condition profile 2018

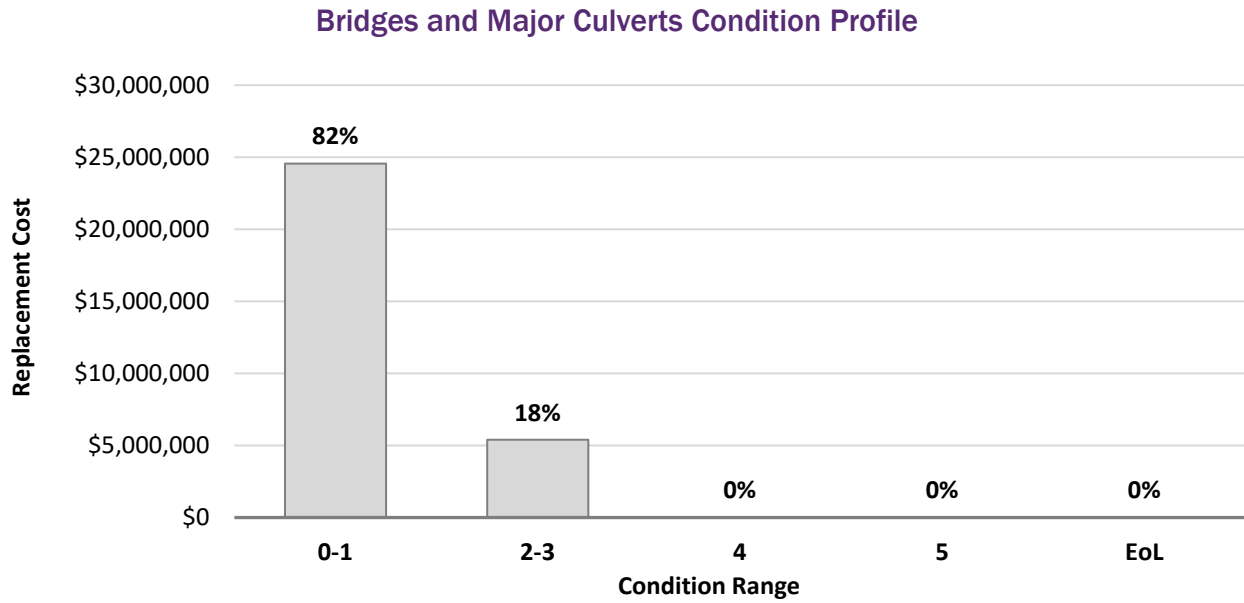


Figure 6 Buildings and Other Structure condition profile 2021

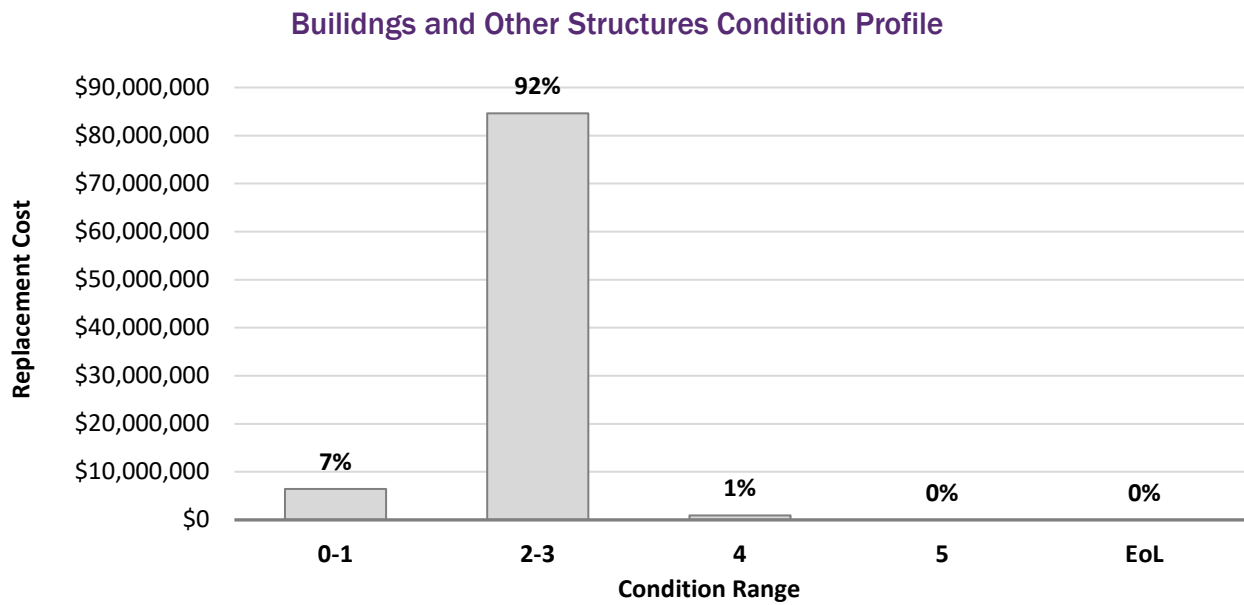
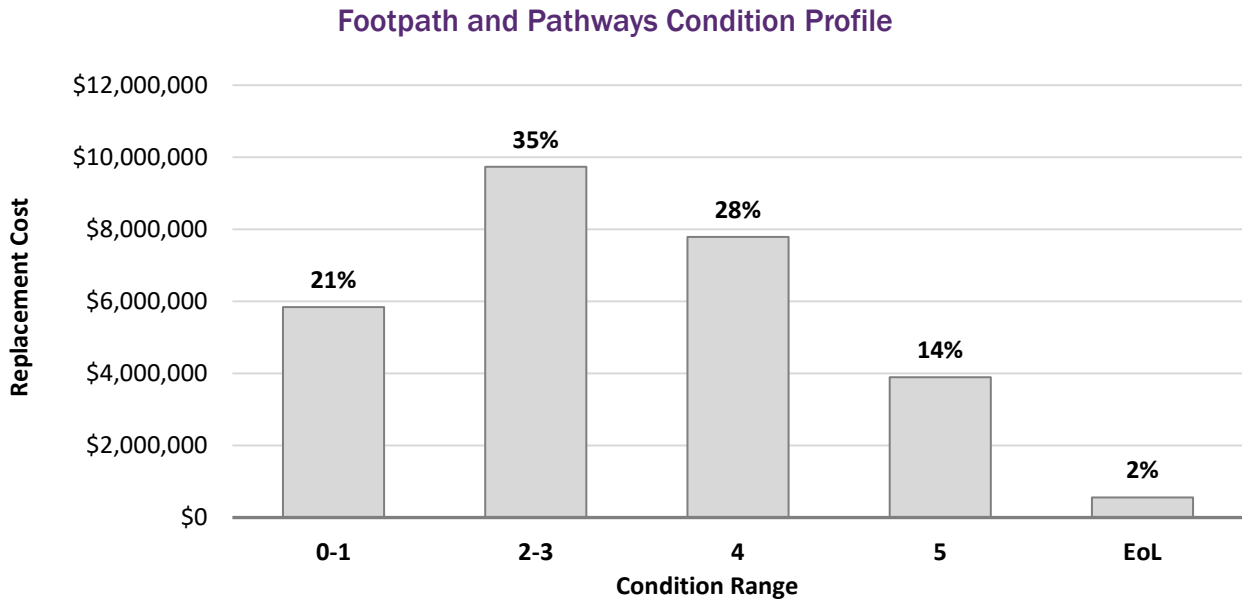


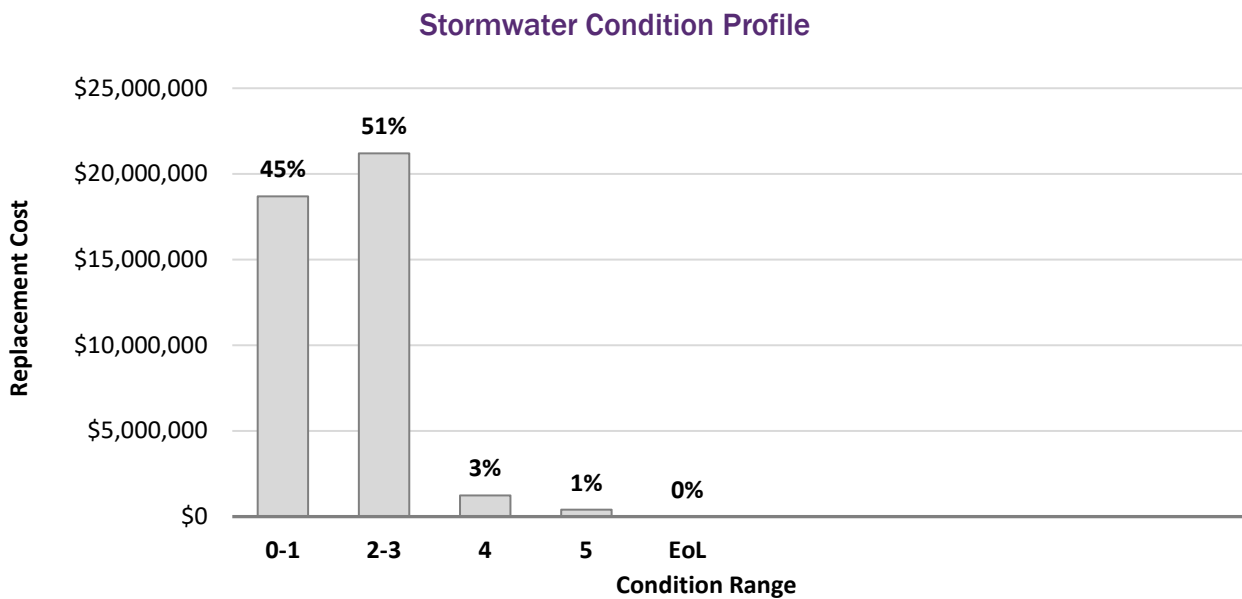
Figure 7 Footpath and Pathways condition profile 2018



Stormwater Drainage

As the drainage network is buried it is not readily practicable to conduct regular inspections of the condition of drainage pipes. Council undertakes in-pipe CCTV inspections of some sections of the drainage network based on the identification of parts of the network that are performing poorly, and that are not responding to routine maintenance. The condition profile below is based on the percentage of actual age to predicted life converted to a consumption score.

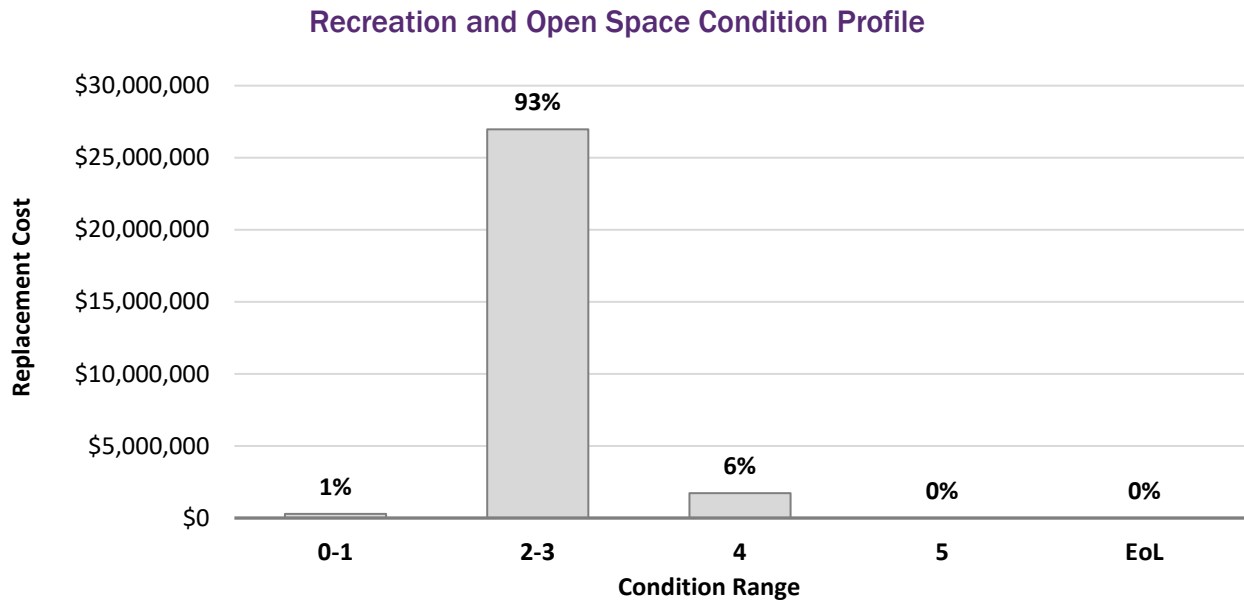
Figure 8 Stormwater Drainage condition profile 2019



Recreation and Open Space

The condition of recreation and open space assets is primarily based on an extensive data collection exercise conducted in 2020. A detailed review is planned to ensure the integrity of this data. The graph below shows the condition profile based on the initial data collection.

Figure 9 Recreation and Open Space condition profile 2020



Demand and Capacity

The assets included in this plan are subject to a range of demand and capacity issues that will impact on the future funding necessary to maintain existing service levels or achieve desired service levels where they are not currently being met. The table below identifies some of the key issues being considered for inclusion in the upgrade plan.

Table 5 Asset demand and capacity

Asset Class	Demand Factors	Capacity Issues	Impact on the Plan
Roads	<p>Priority freight routes to be upgraded to 6.2 m seal.</p> <p>Preferred routes for farm machinery being identified through the Rural Road Network Plan, to provide wider roads with a clear tree envelope, and avoid mixing slow moving farm machinery with other traffic.</p> <p>Urban areas, improved safety for cyclists and pedestrians.</p> <p>Alternative truck route to take trucks out of Horsham CBD, and link the three main highways that run through Horsham.</p> <p>Other needs as identified in Horsham Urban Transport Plan (completed) and Rural Road Network Plan (in preparation).</p>	<p>Seal width less than 6.2m</p> <p>99.5 km of roads need to be widened</p> <ul style="list-style-type: none"> 51.5 km of link roads from < 4 m to 6.2 m 48 km of collector roads to be converted to link roads 	<p>Achieve seal width of 6.2m and 1m gravel shoulder subject to business case.</p>
Bridges and Major Culverts	<p>Increase in use of heavy vehicles, requiring capacity upgrade.</p> <p>Increased use of wide farm machinery.</p> <p>Resilience to major events – increased capacity of culverts to avoid wash-outs during floods.</p>	<p>Wide farm machinery.</p> <p>Three major crossings of Wimmera River on Council roads.</p>	<p>Allowance for retrofit to meet current standards.</p> <p>Many bridges designed to old design standards.</p> <p>Reduce bridges to single lanes.</p>
Buildings and Other Structures	<p>Single use, greater utilisation needed.</p> <p>Intervene when in better condition and before they deteriorate too much.</p> <p>Redundant buildings (what to do with them).</p> <p>Equity of standards across municipality, through Social Infrastructure Framework.</p> <p>Gaps in service level to drive upgrade program.</p>	<p>For each hierarchy of building assets, Council has defined the minimum and desirable service level. For a subset of 50 high priority buildings, gaps against the service level have been identified which are scheduled to be upgraded over a 10 year period. Upgrades of</p>	<p>Social Infrastructure – 50 high priority and cost needed to develop service level gap to inform the upgrade plan</p>

Asset Class	Demand Factors	Capacity Issues	Impact on the Plan
		<p>some assets have been temporarily placed on hold for upgrade pending a review of how the service delivery might change, e.g. multi-use facilities.</p>	
<p>Footpaths and Pathways</p>	<p>Ageing population.</p> <p>[As stated on right – gradually upgrade for gophers, but also].</p> <p>Shared paths for cycling on some key routes, e.g. planned Hamilton St pedestrian bridge through to CBD should ideally be 2.5 m path.</p> <p>Gaps in footpath network, as per three principles in earlier section.</p> <p>Gaps in cycling path network and standards.</p>	<p>Standard current width of 1.5 m is not wide enough for gophers to pass, could be 1.8 m.</p> <p>Priority for 1.8 m over long term.</p>	<p>Allowance to create footpaths where they should be.</p> <p>New in future to be 1.8m over long term.</p>
<p>Stormwater Drainage</p>	<p>New subdivisions in Horsham may lead to capacity problems in downstream areas.</p> <p>Impacts of climate change on frequency of flooding.</p>	<p>Hydraulic model to be developed to systematically assess capacity issues – outstanding task.</p>	<p>Stormwater management plan.</p> <p>Forward project list and budgets.</p>

Asset Class	Demand Factors	Capacity Issues	Impact on the Plan
<p>Recreation and Open Space</p>	<p>Driven by Open Space Strategy.</p> <p>Identification of new reserves, and equitable level of service based on hierarchy.</p> <p>Climate change adaptation, e.g. shade and micro-climates.</p>	<p>Where identified in the Open Space Strategy.</p> <p>Provision for adequate space in new subdivisions.</p>	<p>For all high priority open space sites, gaps against the service level were identified and scheduled to upgrade in the next 10 years. These include development of pathways, lighting, BBQs, seating, parking, accessible equipment, irrigated grass etc. based on hierarchy.</p> <p>Council has identified the need to develop 3 new local parks and 5 public toilet facilities to meet the service level and demand. This is generally identified through the agreed level of service to provide local park or public toilet facilities within 10 minutes of walking distance.</p>

Financial Summary

Current Costs

Council's current cost profile for managing all asset classes is presented separately as maintenance / operations and renewal.

The maintenance costs over the last three years are presented in the table below:

Table 6 Historic maintenance expenditure

2017/18	2018/19	2019/20
\$6,161,009	\$6,366,447	\$6,117,862

The renewal costs reflect an average of the last three financial years.

Table 7 Average annual renewal expenditure 2017 to 2019

	Renewal
Roads	\$3,950,000
Bridges and Major Culverts	\$100,000
Buildings	\$290,000
Footpaths and Pathways	\$150,000
Stormwater Drainage	\$135,000
Recreation and Open Space	\$100,000
Total	\$4,870,000

Future Costs

Modelling has been undertaken for up to a 100-year period for each asset class to estimate the financial demands for renewal funding balancing short life and long life assets using the data that is available. The modelling also splits roads into several key elements / categories (including sealed and unsealed roads, and kerb and channel).

The modelling tool has been configured so that the standard life and condition at end of life can be varied so that assets can be renewed when they reach those intervention levels. The purpose of the modelling is to provide an estimate for each asset class on what the demand on funding is by applying unlimited funding. This is based on a set of assumptions and provides an indication both on how the funding demand varies with time and on how the certain asset classes may have spikes in funding demand.

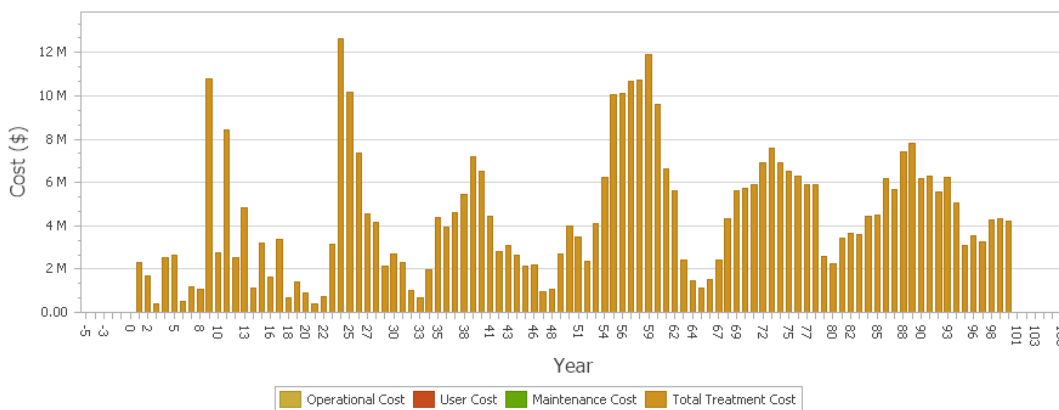
For this Asset Plan the longer-term average funding requirement has been reported together with the time-based funding profile generated by the model. While both figures are based on the best available information there is ongoing work to refine assumptions and balance funding and service levels and affordability.

Roads

Sealed Roads

The sealed road network has been modelled assuming resealing at \$5.5/m² and road reconstruction for rural roads of \$30/m² and \$75/m² for urban. The average annual budget required is \$4.4M based on intervening when the condition reaches 5.

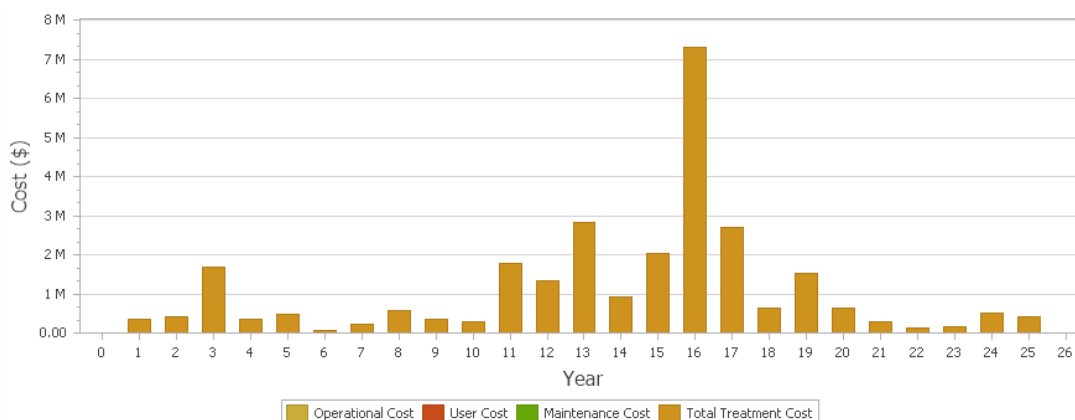
Figure 10 Unlimited budget scenario for Sealed Roads



Unsealed Roads

The unsealed road network has been modelled assuming gravel resheeting at \$6/m². The average annual budget required is \$1.12M based on intervening when the condition reaches 5.

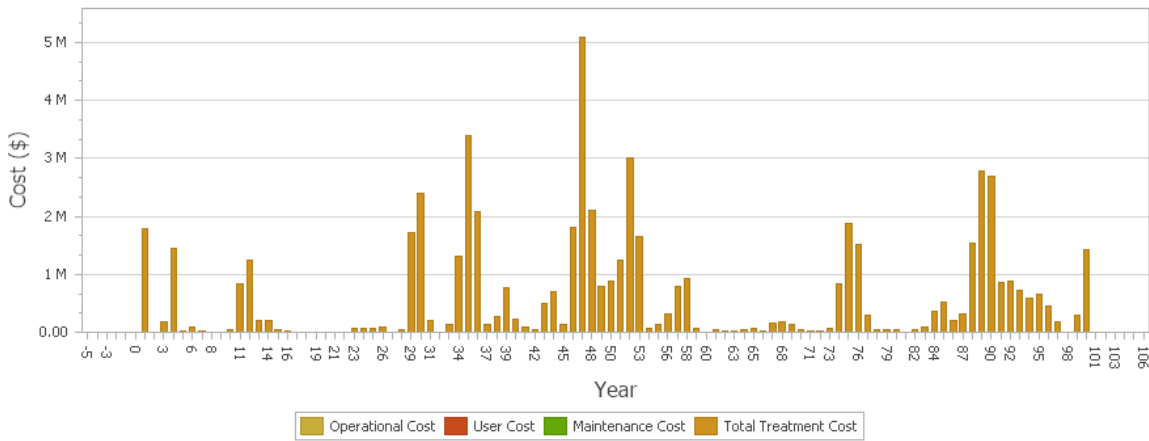
Figure 11 Unlimited budget scenario for Unsealed Roads



Kerbs and Channels

It is assumed kerbs are renewed when they reach a condition of 5 at a replacement cost of \$150/m. The average annual renewal cost is \$594,000/annum.

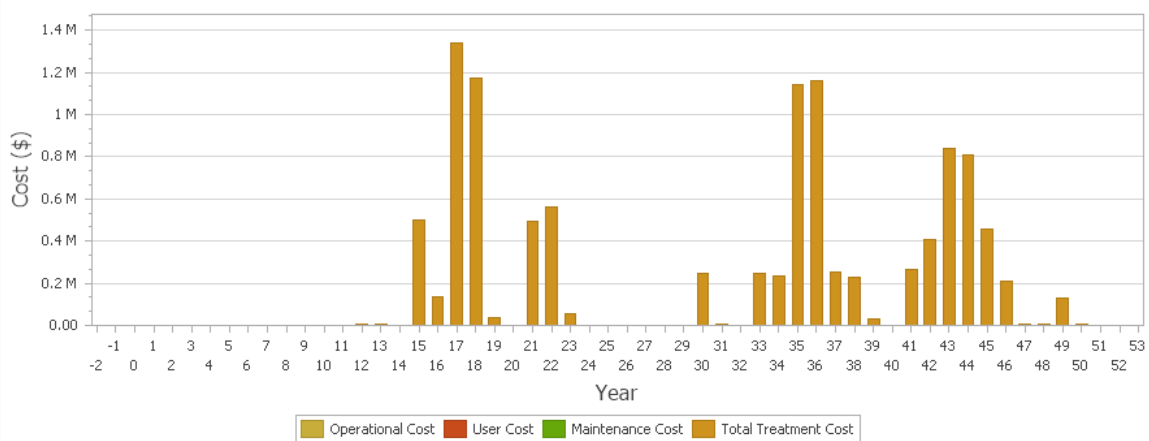
Figure 12 Unlimited budget scenario for Kerbs



Bridges and Major Culverts

Average renewal is \$220,000/annum assuming bridges are replaced at end of useful life when condition reaches 5.

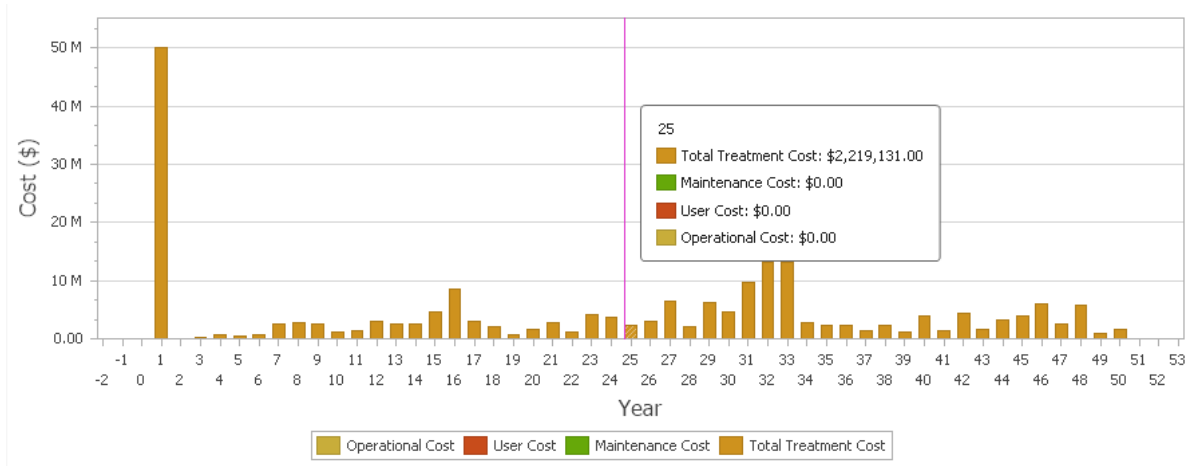
Figure 13 Unlimited budget scenario for Bridges and Major Culverts



Buildings

The buildings have been modelled so they are renewed at different condition levels based on their hierarchy. The average annual renewal is \$4.2 million/annum.

Figure 14 Unlimited budget scenario for Buildings

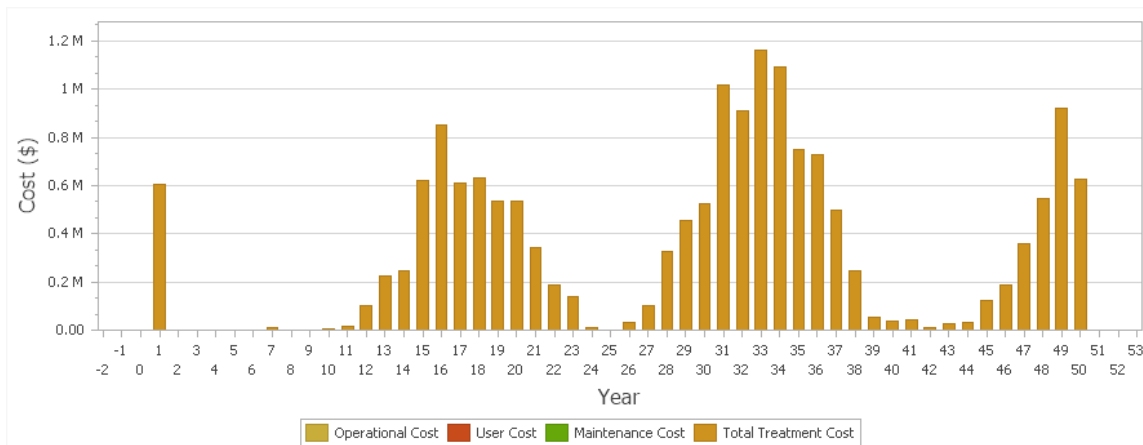


No modelling has been undertaken on other structures associated with Council land except for open space.

Footpaths and Pathways

Assumption that assets reach a condition of 5 or end of life in 100 years. The average annual budget required is \$329,000/annum.

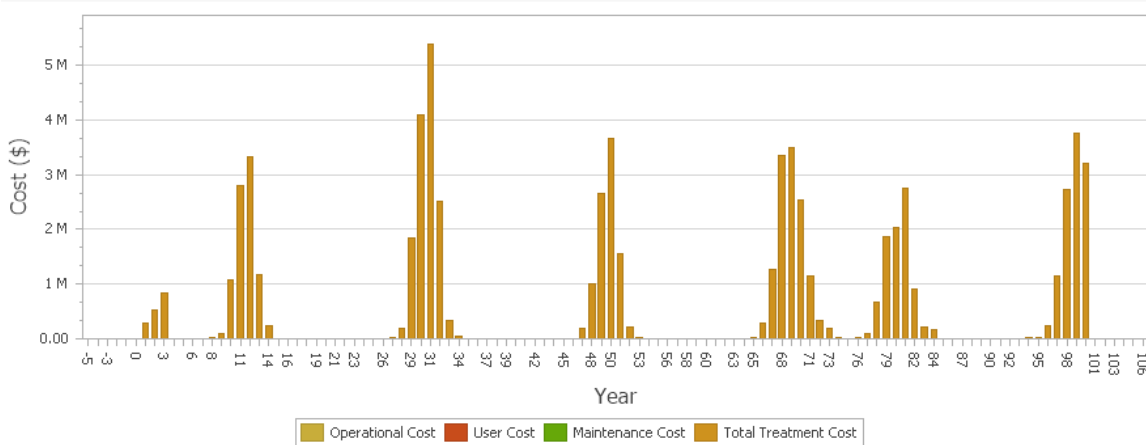
Figure 15 Unlimited budget scenario for Footpaths and Pathways



Stormwater Drainage

It is assumed pipes have an 80-year life and are renewed when they reach that age. The average annual renewal is \$665,000/ annum.

Figure 16 Unlimited budget scenario for Stormwater



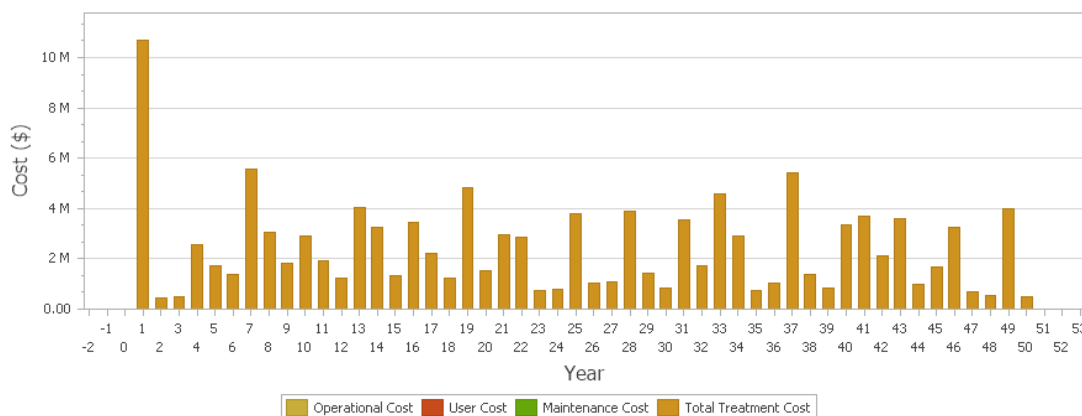
Recreation and Open Space

Two alternative scenarios are presented which provide insight into the types of scenarios that can be adopted for managing these assets, the difference being the level at which the regional and municipal assets are renewed. This modelling helps inform the understanding of the levels of service that may be affordable.

Unlimited fund service criteria 1

Regional and municipal asset renew when reaches condition 3; Neighborhood asset renew when condition 4 and local asset renew when condition reaches to 5.

Figure 17 Unlimited budget scenario Service Criteria 1 Open Space condition profile

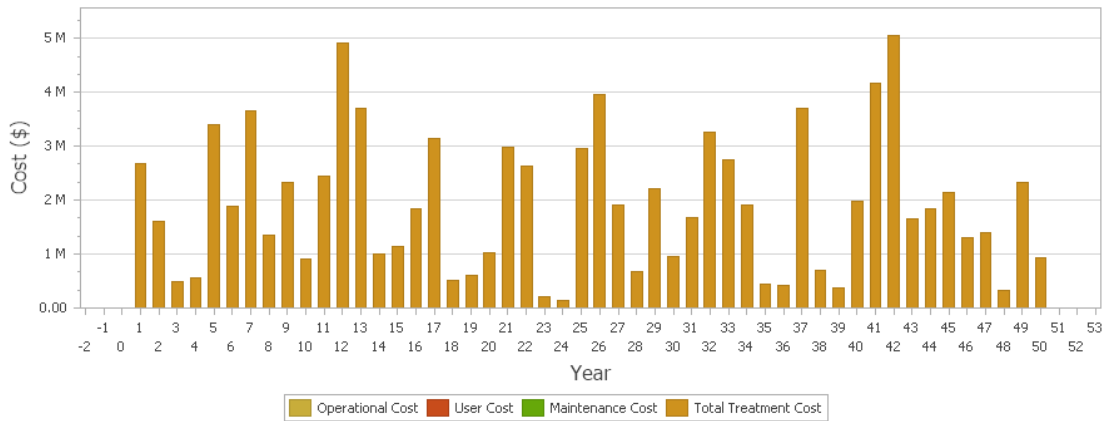


Average annual fund required is \$2.42M.

Unlimited fund-service criteria 2

Regional and Municipal assets intervention at condition 4; and neighborhood and local assets- intervention at condition 5.

Figure 18 Unlimited budget scenario Service Criteria 2 Open Space condition profile



Average annual fund required is \$1.92 M.

Modelling Scenarios

The above charts are based on the current data sources which require improvement to better forecast renewal for specific years. These data sets will require review and refinement in methodologies to better predict end of useful life and will be part of regular review and updates and part on an improvement plan.

Accordingly for the purposes of this plan, in order to even out spending an overall average expenditure for renewal has been determined based on attempting to reduce the deterioration of the asset base, recognising the uneven nature of the unlimited budget scenarios presented above.

The table below shows the current theoretical funding gap between demand from the average unlimited funding model and current renewal spending.

Table 8 Actual annual renewal expenditure v average annual demand

	Current	Demand	Theoretical Gap
Roads	\$4,095,000	\$6,114,000	-\$2,019,000
Bridges and Major Culverts	\$100,000	\$220,000	-\$120,000
Buildings	\$290,000	\$4,200,000	-\$3,910,000
Footpaths and Pathways	\$150,000	\$329,000	-\$179,000
Stormwater Drainage	\$135,000	\$665,000	-\$530,000
Recreation and Open Space	\$100,000	\$1,920,000	-1,820,000
Total	\$4,870,000	\$13,448,000	-\$8,578,000

The table below shows the proposed increase in renewal funding to reduce the funding gap.

Table 9 Proposed annual renewal expenditure v average annual demand

	Proposed	Demand	Theoretical Gap
Roads	\$4,645,000	\$6,114,000	-\$1,469,000
Bridges and Major Culverts	\$100,000	\$220,000	-\$120,000
Buildings	\$775,000	\$4,200,000	-\$3,425,000
Footpaths and Pathways	\$150,000	\$329,000	-\$179,000
Stormwater Drainage	\$135,000	\$665,000	-\$530,000
Recreation and Open Space	\$200,000	\$1,920,000	-1,720,000
Total	\$6,005,000	\$13,448,000	-\$7,443,000

The modelling to project the condition of each asset under the funding scenarios to 2041 is shown below.

Figure 19 Proposed annual renewal expenditure v average annual demand and actual spend

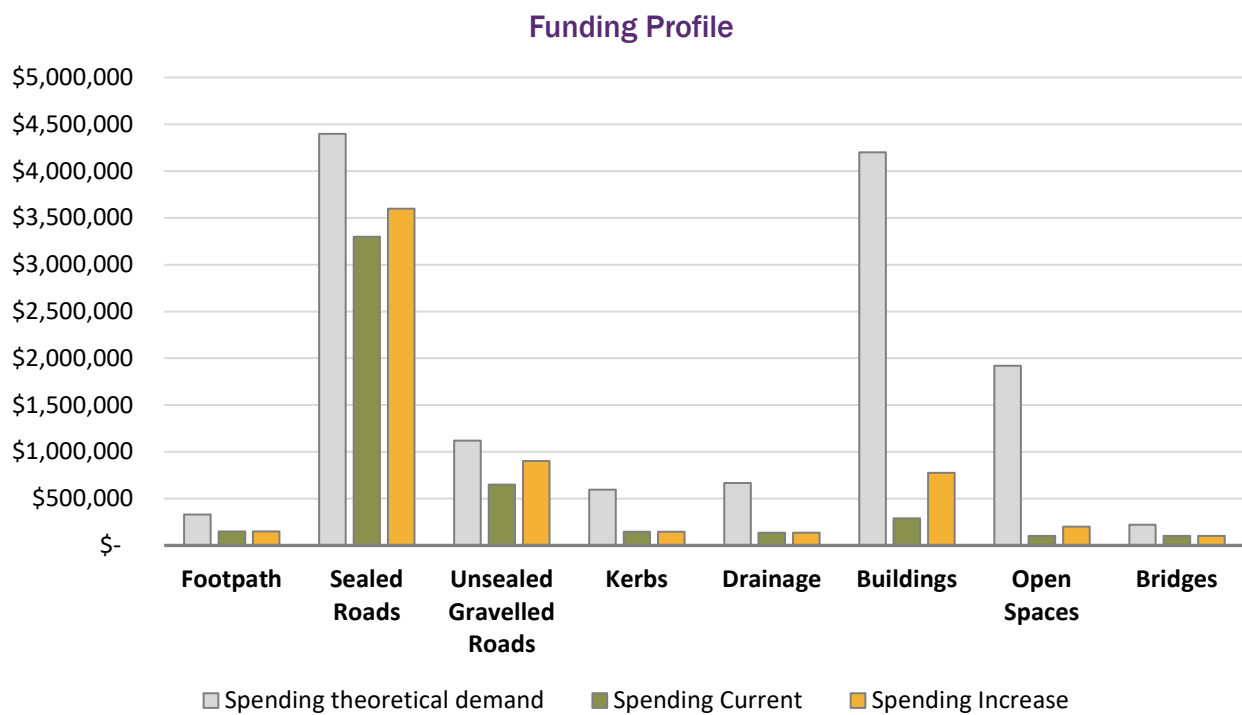
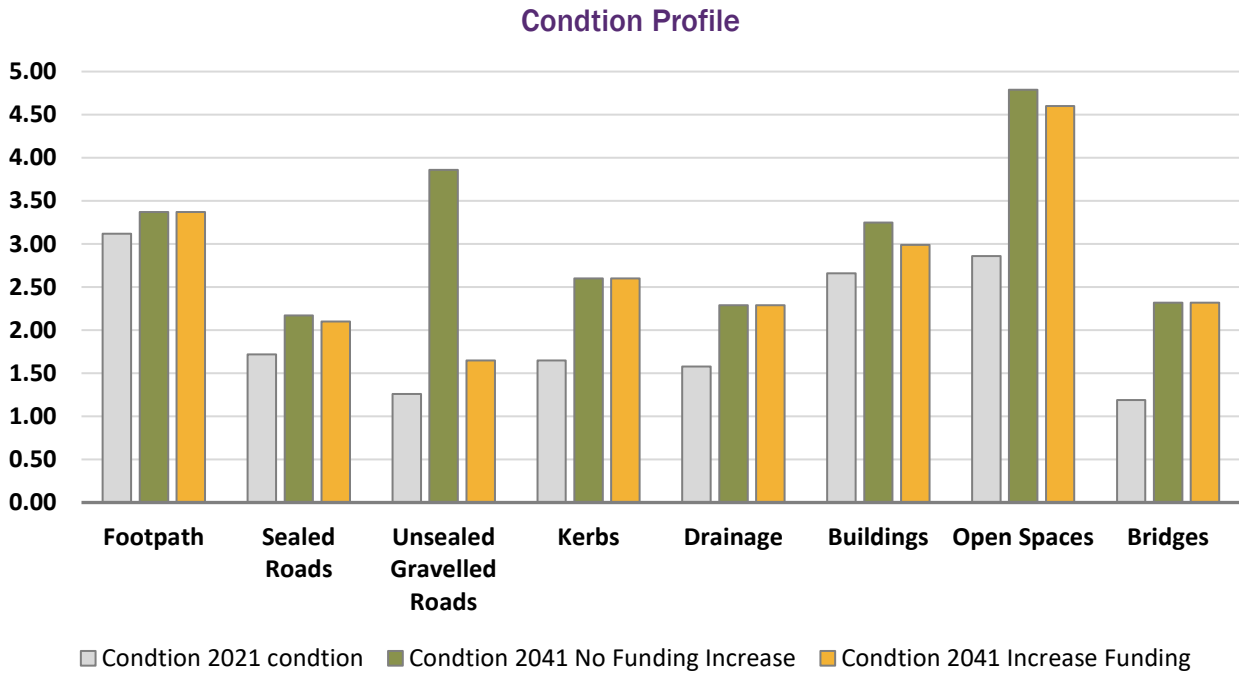


Figure 20 Impact on condition in 2041



In all cases the actual and planned spending does not meet theoretical demand. Further work is needed to refine the assumptions and data collected for determining demand. It is anticipated the theoretical demand will reduce in future versions of this plan.

As a result the planned renewal for this plan has the following impacts on increasing condition and potentially reducing service levels in the following groupings:

- Minor increase in condition (less than 0.5) – footpaths, sealed roads, unsealed gravelled roads, buildings
- Moderate increase in condition (0.5 to 1) – drainage, bridges, kerbs
- High increase in condition (over 1) – open space.

Note: other structures are not included in this model, however assumptions have been made to include them in the renewal plan, which is shown later in this document.

Life Cycle Costs

The Asset Life Cycle

Planning for the long-term management of assets requires consideration of the various phases of an asset's life. An informed approach to the understanding of these phases helps in decision-making to optimise expenditure on assets. This section of the Asset Plan documents key information on the phases in the asset life cycle for each asset class where relevant.

Operations/Maintenance

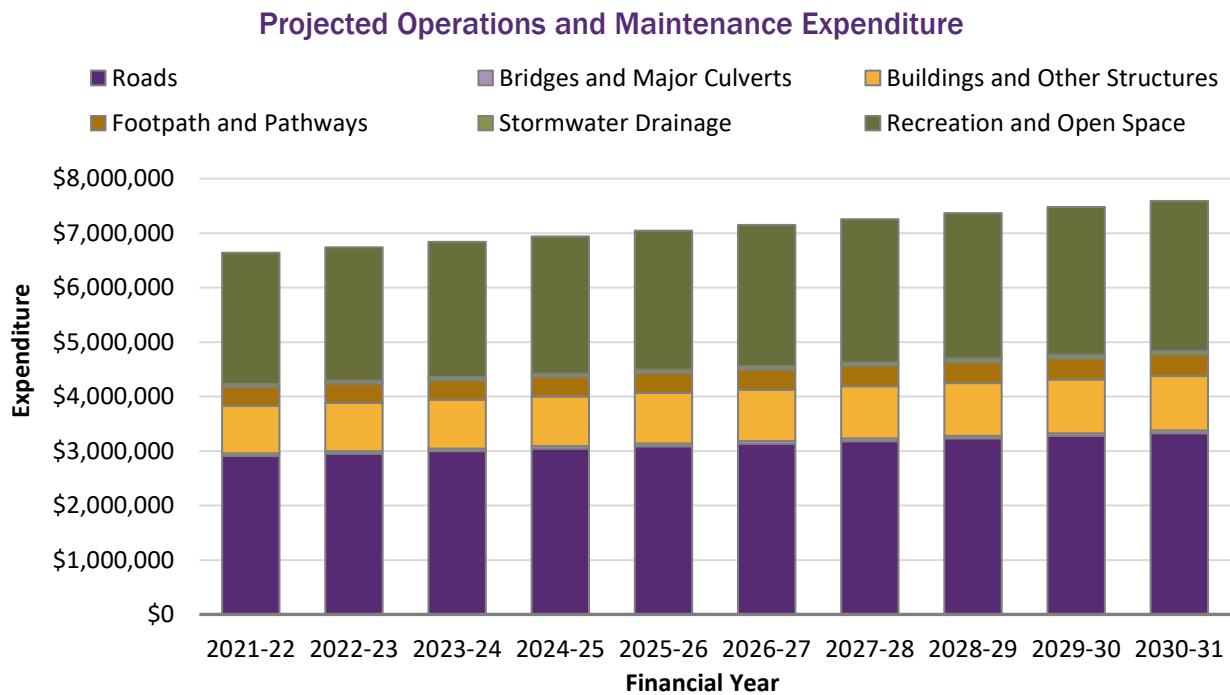
Operations expenditure is incurred on assets that require regular and ongoing activities to service and clean assets so that they continue to deliver the services expected by the community. This includes the development of systems and processes needed to help manage assets in a systematic way.

Maintenance is driven by Council's approach to inspecting assets and identifying defects and planning rectification works in line with set intervention and service levels. Council is also responsive to community requests. Council strives to be proactive in planning and delivering programmed maintenance works and is also responsive to issues identified in a more reactive manner.

Historic maintenance costs from 2017-18, to 2019-20 have averaged \$6.22 million per year. For the purpose of this plan \$6.638 million has been adopted for year 2021-22 and a 1.5% indexation has been allowed for each subsequent year.

Allowance has not been made for the increase in maintenance cost in time because of the introduction of new assets. Consideration in future versions of this plan will look at the impact on the increase in maintenance cost for new assets for growth or to meet demand.

Figure 21 Projected operations and maintenance expenditure



Renewal

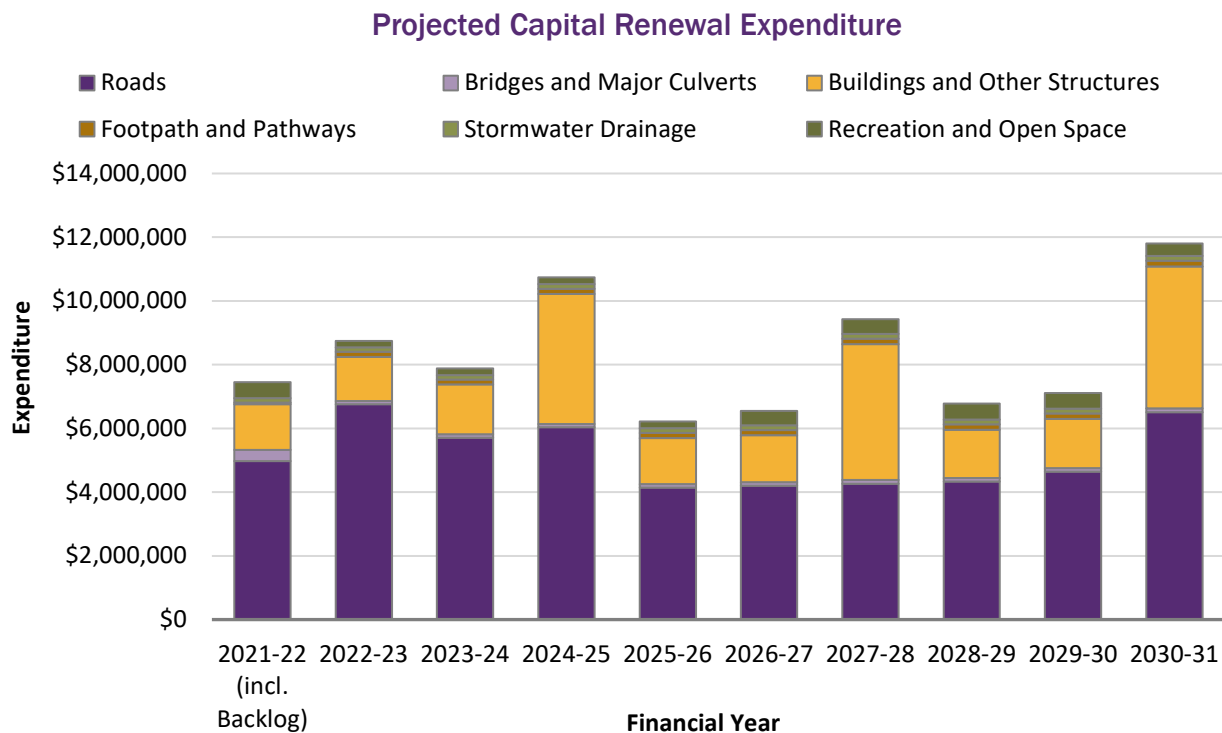
Asset renewal is driven by a condition-based assessment process which considers the useful life of the assets with consideration to their utilisation and service level. The utilisation is represented in the asset hierarchy. Council has developed a rigorous approach to regularly inspecting assets and predicting their remaining life. When assets reach end of life they are programmed and budgeted for replacement with the most appropriate treatment (considering whole-of-life costs) to ensure the asset continues to provide the required services to the community.

This plan has been developed based on the assumptions included in the modelling with the inclusion of other structures and allowances for escalation. This funding level, which is an increase from historic levels, is considered appropriate recognising the overall condition in the future will be deteriorate further then today.

By doing this the majority of assets are maintained to be serviceable and are treated prior to them reaching an unserviceable condition.

The allocation of funding for renewal should be sustained to maintain service levels. An annual CPI index of 1.5% is included.

Figure 22 Projected capital renewal expenditure



Upgrades

Upgrades are driven by the need to increase the capacity of assets to cope with the current or emerging need or demand of the community.

Council has developed a systematic approach to these upgrades, based on definition of standard service levels to be provided from assets, and reflecting the hierarchy of assets in each asset class. The gaps between the current and desired service levels is a key driver of planned asset upgrades in the roads, bridges, buildings and open space asset classes.

A second driver for upgrades is the range of strategies developed by Council which identify changes to existing services or in some cases new services that Council aims to provide. These strategies may identify either upgrades or new asset requirements.

The proposed expenditure profile in response to the demand drivers can be summarised as follows:

- **Roads** – deficiencies in road width on freight corridors is driving the road upgrade plan.
- **Bridge and Major Culverts** – with increases in heavy vehicles, bridges need to be assessed against current bridge codes and upgraded for future demand. In the meantime, strategies to manage the risk to road users are being considered.
- **Buildings and Other Structures** – in response to driving economic development in the region consider investment is planned for the Wimmera Intermodal Freight Terminal, Horsham Regional Livestock Exchange, Aerodrome and Aquatic Centre.
- **Footpath and Pathways** - in response to demand drivers for having footpaths on both sides of the street on main routes, improving pedestrian access to key destinations, and increasing shared paths, allowance is made for significant expansion of the footpath network.

- **Stormwater Drainage** – the perceived demand for stormwater upgrade is low and limited funding is allocated to stormwater. New subdivisions will be required to incorporate detention systems that do not increase the discharge from the historic land use into the drainage system.
- **Recreation and Open Space** – this upgrade plan is driven by the work undertaken in the City to River Master Plan where a review of the facilities needed on each site has been undertaken to determine requirements for upgrade existing access and or adding new assets.

The timing of works will be driven by availability of funding and projects will be prioritised in accordance with documented methodologies included in the Long Term Capex Plan, presented later in this document.

Upgrades will impact the future depreciation and sustainability of the Council as the more assets it has the more money is needed to manage them together with increases in depreciation. This is being factored into the development of the Long Term Financial Plan so that there is a balance between demand and financial sustainability.

Acquisition

Council has an established a policy principle to evaluate refurbishment of appropriate Council assets before construction of new facilities (refer 2020-24 Council Plan). The recommendations from the deliberative engagement by the Community Panel in 2021 are re-shaping that approach. This is discussed in the section in this document on the Long Term Capex Plan

In some cases, to deliver a new or upgraded service as identified in a strategy, Council may need to either acquire land or a developed property to achieve the planned outcome. Acquisition of these assets will be through normal commercial processes and based on a business case assessed by Council (subject to the level of expenditure / officer delegations).

Council owns an extensive collection of art. Art acquisitions are a distinct class of asset governed by a specific policy developed for this specialised area.

Expansion

Horsham is experiencing only limited growth with an annual population increase of around 0.2%. As a result, expansion of Horsham’s urban area is occurring at a slow-modest pace in the foreseeable future.

New urban areas are developed by private investors, who are responsible for the creation of new assets to service their developments, e.g. roads, footpaths, drains and drainage basins (wetlands), lighting, water supply, sewerage and more.

Council manages this expansion by requiring compliance with a set of infrastructure standards, known as the Infrastructure Design Manual (and the Sustainable Infrastructure Guidelines – which are under development), which has been adopted by many councils across rural Victoria. Council both reviews the submitted plans and oversees works to ensure the developments are constructed to these standards.

On completion of the works, many of these assets are then “gifted” to Council, which then takes on the ongoing maintenance and renewal responsibility. Assets typically gifted to Council include roads, kerb and channel, footpaths, drainage (including wetlands) and open space. Other assets may be gifted to various utilities, e.g. GWMWater.

Details of proposed expenditure to upgrade the asset base to meet the future demands is included in the section on the Long Term Capex Plan.

Disposal

Where assets are obsolete to current and future requirements, Council can plan to dispose of asset no longer meeting a community need, and by doing so ensure that Council only manages assets that are required by the community.

Council maintains an asset disposal policy to ensure that good value is obtained from any disposal of assets and that transparent processes are used in the disposal.

Decommission

Decommissioning is the final stage of the asset lifecycle.

Planning for decommissioning is often done as part of the initial planning of a new project, so that any asset that may no longer be required on completion of a new project or change to service can be identified and its future determined. Assets may also be decommissioned in other cases where there is no ongoing service need or where the delivery approach has altered, and an asset is no longer required to supply services to or for the community and is surplus to Council's needs.

Decommissioning of an asset may involve a range of options, including:

- Demolition and returning to previous condition an asset.
- Disposal / sale of an asset, including potentially land on the open market.

Long Term Capex Plan

Development of Long Term Capex Plan

Council has established a systematic process for development of its 10-year, Long Term Capex (Capital Expenditure) Plan (LTCP). Two key elements contribute to the projects and costs of the Plan, these are:

- The costs of asset renewal, as identified in this Asset Plan.
- Upgrade and new projects identified in the Council Plan and a range of other strategies and plans.

The initial list of projects has been developed over the past 18 months, based on a review of some 55 Council plans and strategies, which had between them identified more than 1000 projects. This list of projects was reviewed to remove projects that had been completed or were otherwise assessed as no longer being required.

Project cost estimates were developed for all projects, as well as the identification of the potential source of funds for projects. A key to this funding is the reliance on grants.

There are many semi-regular grant funds available from the Australian and Victorian Governments which enable Council to match its own funds on a 1:1 basis for some projects. For some larger projects, a greater level of grant funding is required to enable these projects to proceed. Development of this LTCP enables Council to focus on the further development of business cases and advocacy efforts for these key projects.

Prioritisation

A systematic approach to prioritisation of capex projects has been developed. This is based on the following key parameters:

- The service level standard for the hierarchy of that asset, compared to the current service level of the asset
- The level of use of the asset,
- Equitable service levels between areas, and
- The ability for assets to be multi-use (depending on the class of asset).

Different parameters are used for different asset classes, with the detailed scoring process outlined in Appendix B of this Plan.

The scoring developed through this process was used in the initial prioritisation of projects in the LTCP. Ultimately, some minor adjustments in priority are required to achieve a balanced and affordable program of works in each year's budget taking into account factors such as the mix of available funds, including the potential availability of suitable grants.

Community Panel Recommendations

To inform the Asset Plan and Long Term Financial Plan, the Community Panel was asked to deliberate on the following:

With limited resources it is getting more expensive to provide and maintain infrastructure. All Councils struggle with constantly having to balance the cost of renewing, upgrading and building

new infrastructure. What approach should Council use when making decisions around renewing, upgrading, and building new infrastructure?

The Community Panel's response was as follows:

Recommendation: To achieve our Community Vision, in the next 10 years we would like Council to focus on building new infrastructure. The reasons for this recommendation are as follows:

- *Building multipurpose facilities to meet the needs of the community, aligns with the community vision, promotes economic growth and builds Horsham into a destination.*
- *Building new facilities has low impact on the use of current facilities (while the build is occurring).*
- *Donating or selling current assets to community groups fosters a positive relationship between them and the council.*
- *New buildings and infrastructure will be geared towards a digital future, with an ability to manage our new COVID world.*

While expressing this priority for new buildings, the Panel also recognised that there are some reasons to consider upgrades to existing buildings, as follows:

- *Retention of historical significance, including retention of decentralised facilities (outlying community assets)*
- *Upgrading is generally cheaper than building new infrastructure (demolition costs, meeting of all new standards)*
- *Increased utilisation of infrastructure can open new opportunities for funding e.g community group funding solely available from state and federal grants.*
- *Better maintenance framework can reduce the need for renewal of some facilities, freeing funding for upgrades or new opportunities.*
- *Economic - the funds used to build a single new facility can be used to upgrade multiple smaller venues. New assets have a greater depreciation and generally higher user group fees. Funding for certain parts of the building can be obtained in stages, rather than only getting funding for new builds. Building new leaves an older run down venue that often sits unused leaving two facilities to maintain instead of one.*
- *Current assets are located for a purpose, while new needs more space and would likely be in different locations. Heritage value is retained and often new buildings are harder to access for multiple user groups.*

As a result of the Community Panel recommendations, Council will now work on revising its method for prioritisation of projects in the annual budget process for 2022-23 and the annual updates to the Long Term Capex Plan. The assessment of the preference for a "new" or "upgrade" approach to projects will be determined on a project-by-project basis.

Draft Long Term Capex Plan Expenditure

Tables 10 and 11 below shows the LTCP expenditure program for the 10 year period 2021-22 to 2030-31, based first on asset class, and then based on whether they are renewal, upgrade or new projects.

Table 10 Long Term Capital Expenditure by Asset Class

Asset Class	21-22	22-23	23-24	24-25	25-26	26-27	27-28	28-29	29-30	30-31
Roads	\$ 6,344,972	\$ 5,657,079	\$ 6,054,801	\$ 5,586,166	\$ 5,631,093	\$ 6,075,760	\$ 7,307,233	\$ 7,369,083	\$ 7,707,562	\$ 8,005,805
Bridges	\$ 455,000	\$ 103,531	\$ 106,121	\$ 109,308	\$ 113,694	\$ 1,283,148	\$ 1,316,510	\$ 1,350,739	\$ 1,385,859	\$ 1,421,891
Footpaths	\$ 293,120	\$ 542,811	\$ 297,138	\$ 338,856	\$ 318,343	\$ 326,620	\$ 329,128	\$ 1,013,055	\$ 314,968	\$ 323,157
Drainage	\$ 389,500	\$ 139,766	\$ 143,263	\$ 147,566	\$ 153,487	\$ 157,477	\$ 161,572	\$ 165,773	\$ 170,083	\$ 174,505
Recreational and community Parks, open spaces	\$ 3,460,536	\$ 5,561,114	\$ 8,191,957	\$ 8,021,045	\$ 5,627,843	\$ 816,549	\$ 781,558	\$ -	\$12,472,728	\$ -
Buildings	\$ 2,467,610	\$ 2,516,094	\$ 2,757,151	\$ 5,494,356	\$ 7,615,410	\$ 1,710,612	\$11,278,483	\$16,695,692	\$ 2,040,992	\$ 5,275,119
Land	\$ -	\$ -	\$ -	\$ 874,467	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Plant, machinery	\$ 2,516,200	\$ 2,612,233	\$ 2,012,899	\$ 1,749,425	\$ 2,119,434	\$ 2,030,291	\$ 1,840,026	\$ 1,974,474	\$ 2,099,891	\$ 2,074,035
Furniture, Computers	\$ 282,096	\$ 186,355	\$ 122,039	\$ 333,390	\$ 96,640	\$ 174,975	\$ 101,730	\$ 270,148	\$ 125,987	\$ 109,873
Off Street Car Parks	\$ 330,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Waste Management	\$ 575,000	\$ 1,035,306	\$ -	\$ 655,850	\$ 454,775	\$ 3,539,156	\$ -	\$ -	\$ -	\$ -
Other Infrastructure	\$ 330,040	\$ 1,979,298	\$ 960,393	\$ 4,264,170	\$ 9,978,162	\$ 2,880,085	\$ 1,279,408	\$ 1,294,432	\$ 2,833,652	\$ 1,531,122
Grand Total	20,361,186	20,775,146	21,565,565	28,924,285	33,245,819	19,583,462	24,917,166	31,445,147	29,983,236	19,398,627

Table 11 Long Term Capital Expenditure by Project Type

Year	21-22	22-23	23-24	24-25	25-26	26-27	27-28	28-29	29-30	30-31
RENEWAL	\$ 9,971,472	\$11,315,376	\$ 9,672,128	\$10,139,464	\$10,460,343	\$12,414,288	\$ 9,122,013	\$ 9,817,031	\$10,306,986	\$10,885,685
UPGRADE	\$ 3,010,975	\$ 1,801,319	\$ 2,201,029	\$ 6,267,125	\$11,000,341	\$ 5,122,163	\$ 3,965,043	\$ 4,570,453	\$ 3,200,289	\$ 6,828,858
NEW	\$ 7,378,739	\$ 7,658,452	\$ 9,692,408	\$12,517,696	\$11,785,136	\$ 2,047,010	\$11,830,110	\$17,057,663	\$16,475,961	\$ 1,684,083
Total by Type	20,361,186	20,775,146	21,565,565	28,924,285	33,245,819	19,583,462	24,917,166	31,445,147	29,983,236	19,398,627

Long Term Financial Projection

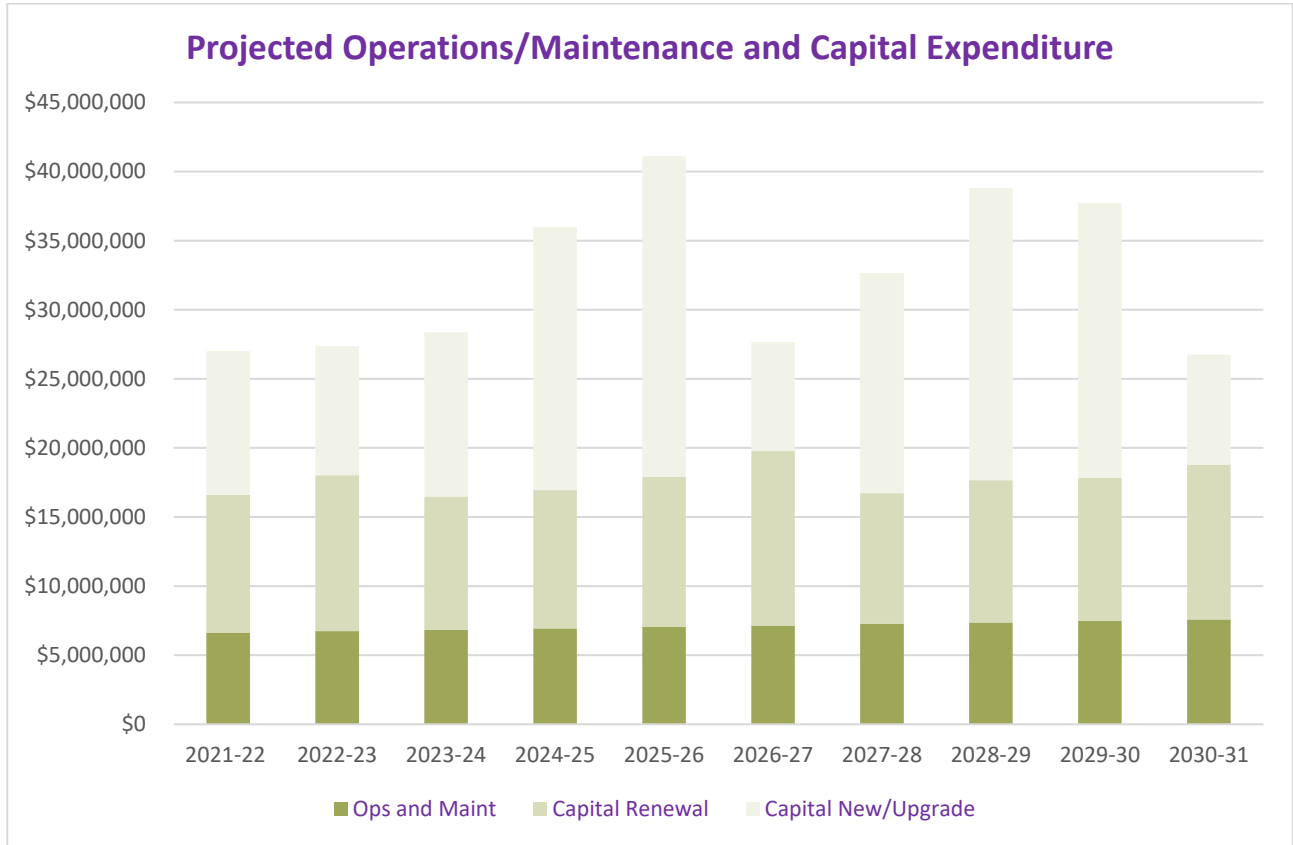
The financial projections are shown in Table 12 for the projected operations, maintenance, capital renewal and capital new/upgrade and estimate budget funding.

In this table, the “core” renewal demand is that established through modelling as outlined in this Plan. Some additional renewal expenditure results from various “upgrade” and “new” projects, which contain a component of the work scope which is classified as renewal works.

Table 12 Projected operations, maintenance, capital renewal and capital new/upgrade

Financial Year	Operations & Maintenance	Core Renewal Demand	Capital Renewal Budget	Capital New/Upgrade	Total Assets Budget
2021-22	\$6,638,798	\$7,453,278	\$9,971,472	\$10,389,444	\$26,999,714
2022-23	\$6,738,380	\$8,746,382	\$11,289,493	\$9,333,406	\$27,361,279
2023-24	\$6,839,456	\$7,884,805	\$9,639,402	\$11,888,868	\$28,367,726
2024-25	\$6,942,048	\$10,738,276	\$10,004,966	\$19,045,276	\$35,992,290
2025-26	\$7,046,178	\$6,221,315	\$10,847,064	\$23,212,332	\$41,105,574
2026-27	\$7,151,871	\$6,544,258	\$12,624,258	\$7,887,902	\$27,664,031
2027-28	\$7,259,149	\$9,423,515	\$9,462,658	\$15,930,290	\$32,652,097
2028-29	\$7,368,036	\$6,775,853	\$10,297,055	\$21,123,977	\$38,789,069
2029-30	\$7,478,557	\$7,107,404	\$10,345,452	\$19,906,309	\$37,730,319
2030-31	\$7,590,735	\$11,808,500	\$11,193,749	\$7,974,433	\$26,758,916
Total	\$71,053,207	\$82,703,586	\$105,675,569	\$146,692,238	\$323,421,015
Average	\$7,105,321	\$8,270,359	\$10,567,557	\$14,669,224	\$32,342,102

Figure 23 Projected capital, operations and maintenance expenditure.



The projected expenditure required over the 10 year planning period is \$71 million maintenance and \$251 million capital of which \$106 million is renewal.

Asset	Hierarchy	Maintenance service standard	Construction service standard/renewal standard
Roads	Rural Link	Inspection, night inspections- as per RMP (Road Management Plan) Potholes patching- as per RMP; table drain clearing and shoulder grading once every 5 years	6.2 m wide seal minimum seal width; desired width is 6.6 m.; reconstruct when average segment roughness is above 8; vegetation clearance envelope 8 m wide and 5 m high; detailed asset condition assessment once every 8 years; roughness reduction strategy when average segment roughness >9; reconstruct when average segment roughness >11 (late stage of condition 4 or early stage of condition 5).
	Rural Collector	All works on sealed pavement as per RMP ; table drain clearing and shoulder grading once every 5 years	3.7 m wide seal with 1 m gravel shoulder on either side; vegetation clearance envelop 8 m wide and 5 m high; detailed asset condition assessment once every 8 years; roughness reduction strategy when average segment roughness >9; reconstruct when average segment roughness >11 (late stage of condition 4 or early stage of condition 5).
	Rural Access	Grade every alternate years; (2 km grading a day by a grader with water cart and roller)	4 m wide gravel road with 1 m wide un-gravelled shoulder; vegetation clearance envelope 8 m wide and 5 m high; renew gravel when 25 mm gravel left; provide Otta Seal if justified based on economic assessment; detailed asset condition assessment once every 8 years
	Rural Minor	Dry grade once every 4 years (Identify any high use Minor road and look into reclassification)	Formed road 4 m wide; vegetation clearance envelope 8 m wide and 5 m high detailed asset condition assessment once every 8 years
	Urban Link		
	<ul style="list-style-type: none"> CBD Non CBD 	Sweep daily; pavement maintenance as per RMP Sweep monthly; pavement maintenance as per RMP	Reconstruct when roughness is above 12 (average segment roughness); detailed asset condition assessment once every 8 years; roughness reduction strategy when roughness is above 10 Note: roughness of 12 implies early stage of condition 5
	Urban Collector		
	<ul style="list-style-type: none"> CBD Non CBD 	Sweep daily; pavement maintenance as per RMP Sweep monthly; pavement maintenance as per RMP	Reconstruct when roughness is above 12; roughness reduction strategy when roughness is above 10; detailed asset condition assessment once every 8 years;
Urban Access	Sweep quarterly; pavement maintenance as per RMP	Reconstruct when roughness is above 12; roughness reduction strategy when roughness is above 10; detailed asset condition assessment once every 8 years;	
Urban Minor	Pavement maintenance as per RMP ; grading alternate year	All weather access with at least 4 m wide gravel road; detailed asset condition assessment once every 8 years;	
Footpaths	F1* (Link footpaths – around CBD)	Sweeping, air blowing, litter picking – every day; maintenance as per RMP	At least 2.5 m wide footpaths on either side of roads
	F1 (Link footpaths- other than footpaths around CBD); and 3 underpasses	Sweeping, air blowing, Fortnightly; maintenance as per RMP	At least 2 m wide footpaths on either side of roads
	F2 (Collector footpaths)	Maintenance/cleaning as per RMP	At least 1.5 m wide footpath on either side of roads
	F3 (Access footpaths)	Maintenance/cleaning as per RMP	At least 1.5 m wide footpath <ul style="list-style-type: none"> >10 dwellings per hectare- both side footpath 3-10 dwelling per hectare- one side footpaths

Asset	Hierarchy	Maintenance service standard	Construction service standard/renewal standard
			<ul style="list-style-type: none"> <3 dwelling per hectare- shoulder on both sides; no footpath
Bike Lanes	N/A	Sweep Quarterly	Bike lanes on road, adequately marked/delineated; At least 1.8m wide lane marked; 2.4 m height clearance
Shared Path	Sealed/concrete Shared path	Sweeping/cleaning- Quarterly; maintenance as per RMP (High use shared path along the river and also on the Racecourse). Other shared path sweep/clean as per RMP	At least 2.5 m wide
	Gravelled Shared path	Maintenance as per RMP	Provide 50 mm gravel; resheet when gravel depth <20 mm; at least 2.5 m wide
	Natural surface-formed shared path	Maintenance as per RMP	Formed natural surface at least 2.5 m wide
Drainage (detail more with extra categories for urban and rural drainage)	Link	Maintenance/inspection as per RMP ; pit inspection once every 4 years; clean grates yearly; annual dash cam image collection of kerbs 4 days after significant rain (>30 mm cumulative rain)	Design to cope with 1 in 5 years ARI
	Collector	Maintenance/inspection as per RMP ; pit inspection once every 4 years; clean grates yearly; annual dash cam image collection of kerbs 3 days after significant rain (>30 mm cumulative rain)	Design to cope with 1 in 5 years ARI
	Access	Maintenance/inspection as per RMP ; pit inspection once every 4 years; clean grates every 2 years; annual dash cam image collection of kerbs 4 days after significant rain (>30 mm cumulative rain)	Design to cope with 1 in 5 years ARI
	Minor	Maintenance/inspection as per RMP ; pit inspection once every 4 years; clean grates yearly; annual dash cam image collection of kerbs 4 days after significant rain (>30 mm cumulative rain)	Design to cope with 1 in 5 years ARI
Cleaning works Public toilets, barbeque, sanitary napkin disposal, drinking fountain, picnic benches, air fresheners	Regional	Cleaning/refill/disposal frequency as per the schedule (Contract management/monitoring)	Spacing of facilities (public toilets, barbeque, drinking fountain, picnic benches) and design standard as prescribed in SIF (Social Infrastructure Framework); renewal of asset before reaching condition 3
	Municipal	Cleaning/refill/disposal frequency as per the schedule	Spacing of facilities (public toilets, barbeque, drinking fountain, picnic benches) and design standard as prescribed in SIF (Social Infrastructure Framework); renewal of asset before reaching condition 3
	Neighbourhood	Cleaning/refill/disposal frequency as per the schedule	Spacing of facilities (public toilets, barbeque, drinking fountain, picnic benches) and design standard as prescribed in SIF (Social Infrastructure Framework); renewal of asset before reaching condition 4
	Local	Cleaning/refill/disposal frequency as per the schedule	Spacing of facilities (public toilets, barbeque, drinking fountain, picnic benches) and design standard as prescribed in SIF (Social Infrastructure Framework); renewal of asset before reaching condition 5

Asset	Hierarchy	Maintenance service standard	Construction service standard/renewal standard
Open Space Assets (Park lawns, playground equipment, undersurface material around play equipment, pathways within park/gardens, furniture, toilets within parks/gardens, park signs, barbeque facilities/shelters, recreation reserve)	Regional <ol style="list-style-type: none"> 1. Park lawn mowing, Couch, Kikuyu and Rye 2. Edging and trimming of lawn edges and borders 3. Tree maintenance –including Pruning and Shaping for desired growth and safety 4. Shrub/general plant maintenance including seasonal pruning 5. Playground equipment inspections and maintenance 6. Pathways (within parks and gardens) maintenance and inspections 7. Toilets 8. Furniture 9. Barbeque facilities and shelters 10. Rubbish bins and litter control 11. Litter pickup and tidiness of area 12. Under-surface material around play equipment <ul style="list-style-type: none"> • 13. Park lighting 14. Park signage inspection 15. Wetlands water quality 16. Wetlands litter management Playgrounds	<ol style="list-style-type: none"> 1. Maintain Couch >20 mm, Kikuyu > 30 mm, Rye > 50mm < 75mm 2. Mechanically trimmed <20 mm 3. Regular pruning; meet electricity safety 4. Seasonal pruning practices to maintain safety and aesthetic standards 5. Weekly visual inspection/documented inspection monthly 6. Check weekly and maintain in a clean and safe condition; clean weekly 7. Inspect weekly; report damage or repairs 8. Inspect and clean on a regular basis 9. Inspect and check operation [BBQ cleaning is on service contract] 10. Report bins that are not in a clean and useable condition 11. Check for litter daily 12. Inspect for hazardous materials and relevel and adjust material weekly 13. Report damage to lights as required 14. Report damage to signs as required 15. Regular water testing; monitor algal blooms 16. Clean little traps regularly; pick up litter regularly <p>Note: From inspections when defects/issues found, make the system safe within 4 hours (signs bollards ribbon); and fix within 10 days</p> Inspect by qualified assessor for safety twice per year	Spacing of playgrounds and design standard as prescribed in SIF (Social Infrastructure Framework); asset renewal before asset reaches condition 3 ; detailed asset condition assessment once every 8 years;

Asset	Hierarchy	Maintenance service standard	Construction service standard/renewal standard
Open Space Assets (Park lawns, playground equipment, undersurface material around play equipment, pathways within park/gardens, furniture, toilets within parks/gardens, park signs, barbeque facilities/shelters, recreation reserve)	Municipal <ol style="list-style-type: none"> 1. Park lawn mowing 2. Edging and trimming of lawn edges and borders 3. Tree maintenance –including Pruning and Shaping for desired growth and safety 4. Shrub/general plant maintenance including seasonal pruning 5. Playground equipment inspections and maintenance 6. Pathway (within parks and gardens) maintenance and inspections 7. Toilets 8. Furniture 9. Barbeque facilities and shelters 10. Rubbish bins and litter control 11. Litter pickup and tidiness of area 12. Under-surface material around play equipment 13. Park lighting 14. Park signage inspection 15. Wetlands water quality 16. Wetlands litter management Playgrounds	<ol style="list-style-type: none"> 1. Maintain at <60 mm 2. Mechanically trimmed <30 mm 3. Regular pruning; meet electricity safety 4. Seasonal pruning practices to horticultural standards 5. Weekly visual inspection and documented inspection monthly 6. Check weekly and maintain in a clean and safe condition; clean weekly 7. Inspect weekly; report damage or repairs 8. Inspect and clean on a regular basis 9. Inspect and check operation twice weekly 10. Report bins that are not in a clean and useable condition 11. Check for litter daily 12. Inspect weekly for hazardous materials; relevel and adjust material weekly 13. Report damage to lights as required 14. Report damage to signs as required 15. Regular water testing; monitor algal blooms 16. Clean litter traps regularly; pick up litter regularly <p>Note: From inspections when defects/issues found, make the system safe within 4 hours(signs bollards ribbon); and fix within 10 days</p> Inspect by qualified assessor for safety twice per year	Spacing of playgrounds and design standard as prescribed in SIF (Social Infrastructure Framework); asset renewal before asset reaches condition 3; detailed asset condition assessment once every 8 years

Asset	Hierarchy	Maintenance service standard	Construction service standard/renewal standard
<p>Open Space Assets (Park lawns, playground equipment, undersurface material around play equipment, pathways within park/gardens, furniture, toilets within parks/gardens, park signs, barbeque facilities/shelters, recreation reserve)</p>	<p>Neighbourhood</p> <ol style="list-style-type: none"> 1. Park grass mowing 2. Edging and trimming of lawn edges and borders 3. Tree maintenance –including Pruning and Shaping for desired growth and safety 4. Shrub/general plant maintenance including seasonal pruning 5. Playground equipment inspections and maintenance 6. Pathway (within parks and gardens) maintenance and inspections 7. Toilets 8. Furniture 9. Barbeque facilities and shelters 10. Rubbish bins and litter control 11. Litter pickup and tidiness of area 12. Under-surface material around play equipment <p>Playgrounds</p>	<ol style="list-style-type: none"> 1. Maintain at <100 mm 2. Herbicide program to maintain turf border 3. Formative pruning of specimen 4. Reactive (generally no pruning) 5. Weekly visual inspection/documentated inspection Monthly 6. Check monthly; herbicide control on pathways 7. Inspect weekly; report damage or repairs 8. Inspect as part of other routine inspections 9. Inspect and clean as required 10. Report bins that are not in a clean and useable condition 11. Fortnightly litter pickup 12. Inspect weekly for hazardous materials; relevel/adjust material weekly or as required 13. Report damage to lights as required 14. Report damage to signs as required 15. In response to odours or other issues. 16. In response to Merits <p>Note: From inspections when defects/issues found, make the system safe within 4 hours (signs/bollards/safety ribbons); and fix the issue within 10 days</p> <p>Inspect by qualified assessor for safety twice per year</p>	<p>Spacing of playgrounds and design standard as prescribed in SIF (Social Infrastructure Framework); renewal of asset before asset reaches condition 4; detailed asset condition assessment once every 8 years</p>

Asset	Hierarchy	Maintenance service standard	Construction service standard/renewal standard
<p>Open Space Assets (Park lawns, playground equipment, undersurface material around play equipment, pathways within park/gardens, furniture, toilets within parks/gardens, park signs, barbeque facilities/shelters, recreation reserve)</p>	<p>Local</p> <ol style="list-style-type: none"> 1. Park grass mowing 2. Edging and trimming of lawn edges and borders 3. Tree maintenance –including Pruning and Shaping for desired growth and safety 4. Shrub/general plant maintenance including seasonal pruning 5. Playground equipment inspections and maintenance 6. Pathway (within parks and gardens) maintenance and inspections 7. Toilets 8. Furniture 9. Barbeque facilities and shelters 10. Rubbish bins and litter control 11. Litter pickup and tidiness of area 12. Under-surface material around play equipment 13. Park lighting 14. Park signage inspection 15. Wetlands water quality 16. Wetlands litter management <p>Playgrounds</p>	<ol style="list-style-type: none"> 1. Maintain at <150 mm 2. Herbicide program to maintain turf border 3. Formative pruning of specimen 4. Reactive (generally no pruning) 5. Weekly visual inspection/documentated inspection Monthly 6. Check monthly; herbicide control on pathways 7. Inspect fortnightly; report damage or repair 8. Inspect as part of other routine inspections 9. Inspect and clean as required 10. Report bins that are not in a clean and usable condition. 11. Monthly littler pickup 12. Inspect weekly for hazardous materials; relevel/adjust material weekly or as required 13. Report damage to lights as required 14. Report damage to signs as required 15. Reactive based on observation of inspector or Merit 16. Reactive based on observation of inspector or Merit <p>Note: From inspections when defects/issues found, make the system safe within 8 hours (signs/bollards/safety ribbons); and fix the issue within 15 days</p> <p>Inspect by qualified assessor for safety twice a year</p>	<p>Spacing of playgrounds and design standard as prescribed in SIF (Social Infrastructure Framework); renewal of asset before asset reaches condition 5; detailed asset condition assessment once every 8 years</p>

Asset	Hierarchy	Maintenance service standard	Construction service standard/renewal standard
Slashing/fire break works {Rural} Semi Rural	Tier 1 Maybe roads closer to higher density housing areas. Riverside , Drung, Haven, Natimuk , Jung, Dadswells Bridge, Pimpinio etc.	Maintain the height of grass below 300 mm (Deliver this service in conjunction with fire management plan, risk and available fund)	Slashable shoulder, table drains and verges (small bushes/trees are cleared through routine table drain maintenance program);
	Tier 2 Strategic fire break roads	Mown Once or twice per year depending on growth (Deliver this service in conjunction with fire management plan, risk and available fund)	Slashable shoulder, table drains and verges (small bushes/trees are cleared through routine table drain maintenance program)
	Tier 3 Gravel roads	Mown once per year (Deliver this service in conjunction with fire management plan, risk and available fund)	Slashable shoulder, table drains and verges (small bushes/trees are cleared through routine table drain maintenance program with the clearance envelope)
Building	Regional	<p>Inspection once every two years; rectify non urgent identified defects within 12 months (non-urgent defects includes gutter cleaning; painting; patch works on walls; non security door fixtures; site cleaning; non-standard electrical works; partially blocked drainage etc. Rectify urgent defects within 1 month (cracked window glass, air conditioner etc.)</p> <p>Scheduled maintenance:</p> <ul style="list-style-type: none"> - Painting once every 7 years - Essential safety measures e.g. Fire inspection twice every year - Termite treatment once every 2 years - Electrical safety/test and tag once every year - Air-conditioning/heating scheduled inspection quarterly - Floor covering renewal - Cleaning- daily - Security check- daily - Gutter cleaning twice a year - Lift inspection quarterly - Fly line rigging once a year - Thermostat checking for water heating system yearly 	Asset creation or upgrade works as per SIF; renewal of asset before condition reaches to 4; detailed asset condition assessment once every 4 years.
	Municipal	<p>Inspection once every two years; rectify non urgent identified defects within 12 months</p> <p>Scheduled maintenance:</p> <ul style="list-style-type: none"> - Painting once every 10 years - Essential safety measures e.g. Fire inspection once every year - Pest control once every year 	Asset creation or upgrade works as per SIF; renewal of asset before condition reaches to 4; detailed asset condition assessment once every 4 years.

Asset	Hierarchy	Maintenance service standard	Construction service standard/renewal standard
		<ul style="list-style-type: none"> - Electrical safety check once every year - Air-conditioning/heating scheduled inspection twice a year - Cleaning –weekly - Gutter cleaning twice a year - Security check-daily - Lift inspection quarterly - Thermostat checking for water heating system yearly • 	
	Neighbourhood	<p>Inspection once every 3 years; rectify non-urgent identified defects within 12 months</p> <p>Scheduled maintenance:</p> <ul style="list-style-type: none"> - Painting once every 15 years - Essential safety measures e.g. Fire inspection once every year - Pest control once every year - Electrical safety check once every year - Air-conditioning/heating scheduled inspection once per year - Cleaning fortnightly - Gutter cleaning once a year • 	Asset creation or upgrade works as per SIF; renewal of asset before condition reaches to 5; detailed asset condition assessment once every 4 years.
	Local	<p>Inspection once every 3 years; rectify non urgent identified defects within 2 years</p> <p>Scheduled maintenance:</p> <ul style="list-style-type: none"> - Painting once every 15 years - Essential safety measures e.g. Fire inspection once every year - Pest control once every year - Electrical safety check once every year - Air-conditioning/heating scheduled inspection once per year - Cleaning monthly - Gutter cleaning once a year 	Asset creation or upgrade works as per SIF; renewal of asset before condition reaches to 5; detailed asset condition assessment once every 4 years.

Asset	Hierarchy	Maintenance service standard	Construction service standard/renewal standard
Other Open space areas (football oval, cricket pitch, tennis courts etc.) Football Oval – Rural being done as request (paid job) Football Oval in town	Regional City Oval, Coughlin Park	TBA	Asset creation, decommission, upgrades based on Social Infrastructure Framework and Long Term Financial Plan; detailed asset inspection once every 4 years
	Municipal (Dudley Cornell Park #1, Sunnyside Park, Horsham College Oval,	TBA	Asset creation, decommission, upgrades based on Social Infrastructure Framework and Long Term Financial Plan; detailed asset inspection once every 4 years
	Neighbourhood Dudley Cornell #2, Haven, Racecourse Reserve	TBA	Asset creation, decommission, upgrades based on Social Infrastructure Framework and Long Term Financial Plan; detailed asset inspection once every 4 years

Draft Level of Service- Horsham Rural City Council –reviewed by internal stakeholders

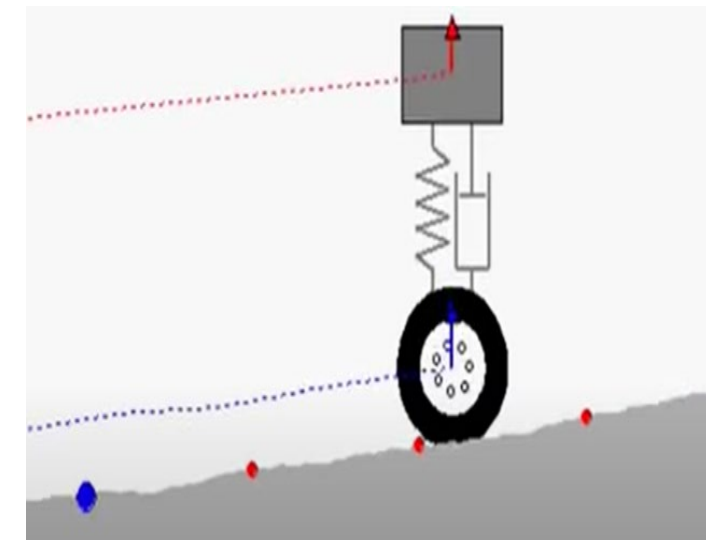
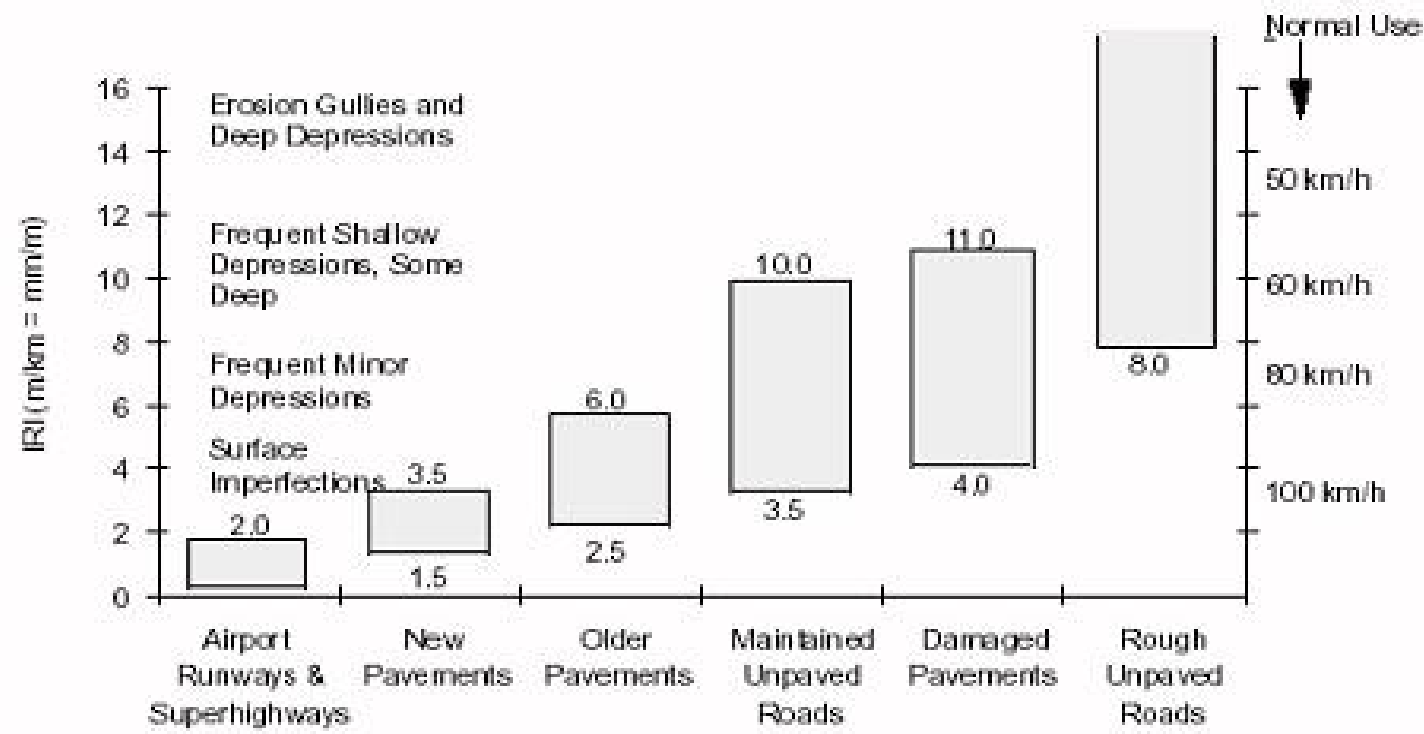
21/06/2021

Generalised description of infrastructure asset condition

Condition	Description	Grade
1	Typically new or recently rehabilitated	Very Good
2	The infrastructure in the system has some element that show general signs of deterioration	Good
3	The infrastructure in the system shows general sign of deterioration that requires attention; some element exhibits significant deficiencies	Fair
4	A large portion of the system exhibits significant deterioration	Poor
5	Many component of system exhibit sign of failure which is affecting services	Very Poor

Road Roughness

If we measure the position of the load(object as shown in the diagram below) compare to its stationary position every meter along 1 km stretch of road, and add them; this gives roughness of that particular 1 km segment of road.



Road Hierarchy

Road Type	Category	Description
Arterial State Highways	1	<ul style="list-style-type: none"> • Vic Roads responsibility
Arterial Main Roads	2	<ul style="list-style-type: none"> • Managed by Council
Rural Link Road	3	<ul style="list-style-type: none"> • Roads forming a significant link between townships and major rural communities, and the Arterial Road Network. Roads may also form a significant link between roads • Will generally carry all vehicle types • Will generally have average traffic counts greater than 100 • Will provide major access routes for heavy vehicle traffic
Rural Collector Roads	4	<ul style="list-style-type: none"> • Forms a route between local link roads and/or other major roads • Collects and feeds traffic from local access roads onto local link roads and/or other major roads • Will generally carry most vehicle types • Will generally have average daily traffic greater than 80 vehicles per day • Roads that may carry intermittent higher volumes of traffic, but would otherwise serve as general access roads; or • Roads serving at least 10 dwellings
Rural General Access	5	<ul style="list-style-type: none"> • Services at least 1 occupied residence • Links individual houses to higher classification roadsDoes not carry regular heavy vehicles • Generally will have average daily traffic counts less than 80 vehicles per day
Rural Minor Access Roads	6	<ul style="list-style-type: none"> • Predominantly serves as access to non-residential properties only • Generally does not carry heavy vehicles • Generally no through roads • Generally have average daily traffic counts less than 20 vehicles per day • May have infrequent use only

Open Space and Building Hierarchy



Public Conveniences Cleaning Service Level

Public Toilets

Asset Identifier	Location	Attendance Frequency	Floors, wet areas, and entry area washed and sanitized	Toilet areas and fittings, basin, benches, pans, urinal, and mirrors clean and sanitized	Replace toilet paper, hand towel, soap and deodorant urinal screen, as required	Service Type				
						Remove all cobwebs	Report any graffiti or damage	Remove all waste rubbish	Deep pressure clean exterior of facilities block, including walls and surrounds	Deep clean all internal areas (including floors, fixtures, doors, and handles)
Roberts Avenue	Corner of Roberts Avenue and Firebrace Street, Horsham	Twice Daily	Each Clean	Each Clean	Each Clean	Monthly	As needed.	Each Clean	Quarterly	Monthly
May Park	May Park Terrace Horsham	Twice Daily	Each Clean	Each Clean	Each Clean	Monthly	As needed.	Each Clean	Quarterly	Monthly
Safeway Carpark	Safeway Carpark, Corner of Darlot Street and Wilson Street, Horsham	Twice Daily	Each Clean	Each Clean	Each Clean	Monthly	As needed.	Each Clean	Quarterly	Monthly
Visitor Information Centre	Corner Baker Street and O'Callaghans Parade, Horsham	Daily	Each Clean	Each Clean	Each Clean	Monthly	As needed.	Each Clean	Quarterly	Quarterly
Botanical Gardens	Firebrace Street South, Horsham	Daily	Each Clean	Each Clean	Each Clean	Monthly	As needed.	Each Clean	Biannually	Quarterly
Sawyer Park	Soundshell Reserve, Dixon Drive, Horsham	Daily	Each Clean	Each Clean	Each Clean	Monthly	As needed.	Each Clean	Biannually	Quarterly
Weir Park	Barnes Boulevard, Horsham	Daily	Each Clean	Each Clean	Each Clean	Monthly	As needed.	Each Clean	Biannually	Quarterly
City Oval	Firebrace Street South, Horsham	Three times per week	Each Clean	Each Clean	Each Clean	Monthly	As needed.	Each Clean	Biannually	Quarterly
Green Lake x2	Western Highway (Entrance to Horsham)	Three times per week	Each Clean	Each Clean	Each Clean	Monthly	As needed.	Each Clean	Biannually	Quarterly
Police Paddocks Reserve	Rasmussen Road, Horsham	Twice weekly	Each Clean	Each Clean	Each Clean	Monthly	As needed.	Each Clean	Biannually	Quarterly
Bennett Road	West side of Racecourse Reserve, Horsham	Three times per week	Each Clean	Each Clean	Each Clean	Monthly	As needed.	Each Clean	Biannually	Quarterly
Natimuk Public Toilets	Wimmera Highway, Natimuk	Daily	Each Clean	Each Clean	Each Clean	Monthly	As needed.	Each Clean	Biannually	Quarterly
Horsham Rowing Club	Barnes Boulevard, Horsham	Twice weekly	Each Clean	Each Clean	Each Clean	Monthly	As needed.	Each Clean	Biannually	Quarterly
Jung Public Toilets	Jung North Road, Jung	Each Friday	Each Clean	Each Clean	Each Clean	Monthly	As needed.	Each Clean	Biannually	Biannually
Dudley Cornell Park	Gertrude Street, Horsham	Twice weekly	Each Clean	Each Clean	Each Clean	Monthly	As needed.	Each Clean	Biannually	Quarterly
Sunnyside Park	Cathcart Street, Horsham	Twice weekly	Each Clean	Each Clean	Each Clean	Monthly	As needed.	Each Clean	Biannually	Quarterly
Taylors Lake x2	Horsham Lubeck Road	Twice weekly (Wed and Fri)	Each Clean	Each Clean	Each Clean	Monthly	As needed.	Each Clean	Biannually	Biannually
Botanic Gardens Works Depot	Firebrace Street, Horsham	Twice weekly	Each Clean	Each Clean	Each Clean	Monthly	As needed.	Each Clean	Biannually	Quarterly
Aerodrome Terminal	Lauries Drive, Dooen (Geodetic Road)	Twice weekly	Each Clean	Each Clean	Each Clean	Monthly	As needed.	Each Clean	Biannually	Quarterly

Asset Identifier	Location	Attendance Frequency	Service Type							
			Floors, wet areas, and entry area washed and sanitized	Toilet areas and fittings, basin, benches, pans, urinal, and mirrors clean and sanitized	Replace toilet paper, hand towel, soap and deodorant urinal screen, as required	Remove all cobwebs	Report any graffiti or damage	Remove all waste rubbish	Deep pressure clean exterior of facilities block, including walls and surrounds	Deep clean all internal areas (including floors, fixtures, doors, and handles)
Cemetery	Davis Drive, Horsham	Twice weekly	Each Clean	Each Clean	Each Clean	Monthly	As needed.	Each Clean	Biannually	Quarterly
Haven Rec Reserve	Haven Recreation Reserve, 4378 Henty Highway , Haven	Twice weekly	Each Clean	Each Clean	Each Clean	Monthly	As needed.	Each Clean	Biannually	Quarterly
Cherrypool Public Toilets	8088 Henty Highway, Cherrypool	Twice Weekly	Each Clean	Each Clean	Each Clean	Monthly	As needed.	Each Clean	Biannually	Biannually
Natimuk Lake Caravan Park	Lake Road, Natimuk	Twice Weekly	Each Clean	Each Clean	Each Clean	Monthly	As needed.	Each Clean	Biannually	Monthly
Skate Park	Park Drive, Horsham	Twice weekly	Each Clean	Each Clean	Each Clean	Monthly	As needed.	Each Clean	Biannually	Quarterly
Hocking Street	At City Oval	Twice weekly (Mon and Fri)	Each Clean	Each Clean	Each Clean	Monthly	As needed.	Each Clean	Biannually	Quarterly
Toolondo Reservoir Public Toilets	Wonwondah-Toolondo Road, Toolondo	Twice weekly	Each Clean	Each Clean	Each Clean	Monthly	As needed.	Each Clean	Biannually	Quarterly
Firebrace St Shops	Rear of Council Property	Once weekly	Each Clean	Each Clean	Each Clean	Monthly	As needed	Each Clean	Biannually	Quarterly

Public Toilets Additional Facility Details

Asset Number	Asset Identifier	Location	Toilets	Basins	Urinal	Accessible/ Disabled Toilet	Sink / Trough	Comments
3	Roberts Avenue	Corner of Roberts Avenue and Firebrace Street, Horsham	6	4	1	1	-	Medium urinal
8	May Park	May Park Terrace Horsham	6	3	-	1	1	
3	Safeway Carpark	Safeway Carpark, Corner of Darlot Street and Wilson Street, Horsham	3	2	1	1	-	Small urinal
3	Visitor Information Centre	Corner Baker Street and O'Callaghans Parade, Horsham	6	5	1	1	-	Large urinal
3	Botanical Gardens	Firebrace Street South, Horsham	6	5	1	1	-	Small urinal
3	Sawyer Park	Soundshell Reserve, Dixon Drive, Horsham	6	3	1	1	-	Large urinal
3	Weir Park	Barnes Boulevard, Horsham	3	3	1	1	-	Small urinal
1	City Oval	Firebrace Street South, Horsham	6	3	1	-	-	Large urinal
2	Green Lake (Boat Ramp)	Western Highway (Entrance to Horsham)	3	2	1	-	-	Small urinal
3	Green Lake (Closest to Kiosk)	Western Highway (Entrance to Horsham)	3	4	1	1	1	Small urinal
1	Police Paddocks Reserve	Rasmussen Road, Horsham	-	1	-	1	-	
2	Bennett Road	West side of Racecourse Reserve, Horsham	5	2	1	-	-	Medium urinal
2	Natimuk Public Toilets	Wimmera Highway, Natimuk	1	2	1	1	-	
3	Horsham Rowing Club	Barnes Boulevard, Horsham	5	4	1	1	-	Medium urinal
3	Jung Public Toilets	Jung North Road, Jung	1	1	-	1	-	Unisex
2	Dudley Cornell Park	Gertrude Street, Horsham	4	5	-	1	-	
2	Sunnyside Park	Cathcart Street, Horsham	3	2	1	-	-	Small urinal
1	Taylors Lake	Horsham Lubeck Road	-	-	-	1	-	
1	Taylors Lake	Fishers Road	2	1	-	-	-	
-	Botanic Gardens Works Depot	Firebrace Street, Horsham	1	1	-	-	-	Unisex toilet
2	Aerodrome Terminal	Lauries Drive, Dooen (Geodetic Road)	1	2	-	1	-	+ Shower
2	Cemetery	Davis Drive, Horsham	3	2	1	1	-	Small urinal
4	Haven Rec Reserve	Haven Recreation Reserve, 4378 Henty Highway , Haven	5	4	1	1	-	Small urinal
	Cherry pool Public Toilets	8088 Henty Highway, Cherry pool	1	2	1	-	-	Small Urinal

Asset Number	Asset Identifier	Location	Toilets	Basins	Urinal	Accessible/ Disabled Toilet	Sink / Trough	Comments
2	Natimuk Lake Caravan Park	Lake Road, Natimuk	3	2	1	2	-	Small urinal
3	Skate Park	Park Drive, Horsham	8	1	-	1	2	Long wall mounted trough
1	Hocking Street	At City Oval	1	1	-	1	-	Unisex
2	Toolondo Reservoir Public Toilets	Wonwondah-Toolondo Road, Toolondo	3	2	1	-	-	Small urinal
	Firebrace St Shops	Rear of Council Property	3	2	1	-	-	Small urinal

Barbeques

Replace fat tray with disposal plastic bucket provided by HRCC (Selkirk Drive Depot)

Asset Identifier	Location	Number of Barbeques	Attendance Frequency
Botanic Gardens	Firebrace Street South, Horsham	2 No. twin plate (4 plates total)	Monday to Friday: Once daily; Saturday and Sunday: Twice daily. (Total: Nine cleans per week)
May Park	May Park Terrace, Horsham	2 No. twin plate (4 plates total)	Monday to Friday: Once daily; Saturday and Sunday: Twice daily. (Total: Nine cleans per week)
Sawyer Park	Dixon Drive, Horsham	1 No. twin plate (2 plates total)	Monday to Friday: Once daily; Saturday and Sunday: Twice daily. (Total: Nine cleans per week)
Weir Park	Barnes Boulevard, Horsham	2 No. twin plate (4 plates total)	Monday to Friday: Once daily; Saturday and Sunday: Twice daily. (Total: Nine cleans per week)
Adventure Island	Barnes Boulevard, Horsham	1 No. twin plate (2 plates total)	Monday, Wednesday, Friday: Once daily; Saturday and Sunday: Twice daily. (Total: Five cleans per week)
Green Lake	Western Highway	1 No. twin plate (2 plates total)	Monday, Wednesday, Friday: Once daily.
Haven Hall	Henty Highway, Haven	1 No. twin plate (2 plates total)	Once per week between May and August; Twice per week between September and April
Charisma Park	Watts Street, Horsham	1 plate	Once per week between May and August; Twice per week between September and April
Jung Rec Reserve	Main Street Jung	1 plate	Once per week between May and August; Twice per week between September and April
Natimuk Caravan Park	Natimuk Lake	1 No. twin plate (2 plates total)	Once per week between May and August; Twice per week between September and April
Natimuk	Lake Avenue	1 Plate	Once per week between May and August; Twice per week between September and April
Dudley Cornell Park	Gertrude Street, Horsham	1 plate	Monday, Wednesday, Friday :Once daily
Toolondo Reservoir	Wonwondah-Toolondo Road, Toolondo	1 Plate	Once per week between May and August; Twice per week between September and April

Sanitary Napkin Disposal

Asset Identifier	Location	Number of Containers	Attendance Frequency
Botanic Gardens	Firebrace Street South, Horsham	Six	Every six weeks
Civic Centre Offices	Roberts Avenue, Horsham	Seven	Every four weeks
Firebrace Street Shops	Rear of Council Property	Two	Every six weeks
Visitor Information Centre (Inside)	South-West corner of Baker Street and O'Callaghans Parade	One	Every six weeks
May Park	May Park Terrace, Horsham	Three	Every three weeks
Mibus Memorial Cultural Centre, Wimmera Regional Library	McLachlan Street, Horsham	Four	Every six weeks
Roberts Avenue	North-East corner of Roberts Avenue and Firebrace Street	Three	Every three weeks
Jubilee Hall	Roberts Avenue, Horsham	Two	Every six weeks
Safeway Carpark	Darlot Street, Horsham	One	Every three weeks
Town Hall	Pynsent Street, Horsham	Twelve	Every six weeks
Council Offices	43 Firebrace Street, Horsham	One	Every six weeks
Horsham Regional Livestock Exchange	Industrial Estate, Horsham	One	Every six weeks
Horsham Aerodrome	Geodetic Road, Dooen	One	Every six weeks
Council Depot	Selkirk Drive, Horsham	One	Every six weeks
Green Lake	Western Highway, Bungalally	Two	Every three weeks
Haven Recreation Reserve	Henty Highway, Haven	Four	Every six weeks
Kalkee Road Children's and Community Hub	Kalkee Road, Horsham	Six	Every six weeks
Information Centre Public Toilets	O'Callaghans Parade, Horsham	One	Every six weeks
Natimuk Council Office	Main Street, Natimuk	Two	Every six weeks
Jung Public Toilets	Jung North Road, Jung	Two	Every six weeks
Natimuk Public Toilets	Wimmera Highway, Natimuk	Two	Every six weeks
Cherry pool Public Toilets	8088 Henty Highway, Cherry pool	Two	Every six weeks
Toolondo Reservoir Public Toilets	Wonwondah-Toolondo Road, Toolondo	Two	Every six weeks
Telangatuk East Hall	Telangatuk East Rocklands Road, Telangatuk	Two	Every six weeks

Drinking Fountains

Asset Identifier	Location	Number of Fountains	Attendance Frequency
Botanic Gardens	Botanic Gardens Horsham	One	Twice Weekly
May Park	May Park Terrace, Horsham	Three	Twice Weekly
Roberts Place	Corner Roberts Place and Firebrace Street, Horsham	Two	Twice Weekly
Sawyer Park	Sawyer Park, Dixon Drive, Horsham	Two	Twice Weekly
Skate Park	Skate Park, Park Drive	One	Twice Weekly
Apex Park	Apex Park, Bennett Road	One	Twice Weekly
Haven Recreation Reserve	Henty Highway, Haven	Two	Twice Weekly

Tables and Chairs

Asset Identifier	Location	Number of Tables	Attendance Frequency
Green Lake	Western Highway, Green Lake	Four	Twice Weekly
Weir Park	Barnes Boulevard, Horsham	Five	Twice Weekly

Air Fresheners

Asset Identifier	Location	Number of Air Fresheners	Attendance Frequency
May Park	May Park, Horsham	Zero	Monthly
Roberts Avenue	Corner Roberts Avenue and Firebrace Street, Horsham	Zero	Monthly

Sharps Containers

Asset Identifier	Location	Number of containers	Empty sharps containers
Roberts Avenue	Corner of Roberts Avenue and Firebrace Street, Horsham	3	Monthly
May Park	May Park Terrace Horsham	8	Monthly
Safeway Carpark	Safeway Carpark, Corner of Darlot Street and Wilson Street, Horsham	3	Monthly
Visitor Information Centre	Corner Baker Street and O'Callaghans Parade, Horsham	3	Monthly
Botanical Gardens	Firebrace Street South, Horsham	3	Monthly
Sawyer Park	Soundshell Reserve, Dixon Drive, Horsham	3	Monthly
Weir Park	Barnes Boulevard, Horsham	3	Monthly
City Oval	Firebrace Street South, Horsham	1	Monthly
Green Lake (Boat Ramp)	Western Highway (Entrance to Horsham)	2	Monthly
Green Lake (Closest to Kiosk)	Western Highway (Entrance to Horsham)	3	Monthly
Police Paddocks Reserve	Rasmussen Road, Horsham	1	Quarterly
Bennett Road	West side of Racecourse Reserve, Horsham	2	Monthly
Natimuk Public Toilets	Wimmera Highway, Natimuk	2	Quarterly
Horsham Rowing Club	Barnes Boulevard, Horsham	3	Monthly
Jung Public Toilets	Jung North Road, Jung	3	Quarterly
Dudley Cornell Park	Gertrude Street, Horsham	2	Monthly

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Sunnyside Park	Cathcart Street, Horsham	2	Monthly
Taylors Lake	Horsham Lubeck Road	1	Quarterly
Taylors Lake	Fishers Road	1	Quarterly
Botanic Gardens Works Depot	Firebrace Street, Horsham	-	
Aerodrome Terminal	Lauries Drive, Dooen (Geodetic Road)	2	Quarterly
Cemetery	Davis Drive, Horsham	2	Quarterly
Haven Rec Reserve	Haven Recreation Reserve, 4378 Henty Highway , Haven	4	Quarterly
Cherry pool Public Toilets	8088 Henty Highway, Cherry pool	-	
Natimuk Lake Caravan Park	Lake Road, Natimuk	2	Quarterly
Skate Park	Park Drive, Horsham	3	Monthly
Hocking Street	At City Oval	1	Quarterly
Toolondo Reservoir Public Toilets	Wonwondah-Toolondo Road, Toolondo	2	Quarterly

Introduction

This appendix describes Council's historic approach to project prioritisation as utilised in preparation of the 2021 LTCP.

This process will be reviewed in the light of the outcomes from the Community Panel deliberative engagement on this Asset Plan. The description below has not yet taken into account these changes, which will be developed during preparation of the 2022-23 Council Budget.

Process Overview

Council's approach to funding prioritisation involves decision trees that lead to the development of a comprehensive Long Term Capex Plan including project sorting, prioritisation, cost estimation and scheduling. A process is in place which uses key principles to guide priorities of the listed projects for the next ten years and to enable further development of the listed projects.

Various sections within the organisation work together to develop a framework of long term capital works plan which is equitable, fair, logical and affordable.

Prioritisation metrics have been developed to enable comparison of the relative merit of projects. Also, a cap on existing asset upgrades is developed based on the replacement value of asset portfolios. Utilising these, a 10-years draft Long Term Capex Plan has been developed.

Key references have been:

- Asset Management Plans for each asset category
- City to River Master Plan
- Urban Transport Plan
- Social Infrastructure Plan
- Aquatic Centre Master Plan
- Zero Carbon Plan
- Horsham Bicycle Strategy
- Future Freight Strategy

For each project identified, an initial cost estimate was developed. Those projects which were not synchronous with Council's plan were given lower priority or delisted. This process led to listing of projects with relatively higher priority, and affordability over a period of ten years proposing a total capital spend for 10 years of \$240 million of which \$83 million is renewal and \$154.3 million is new/upgrade.

Project Prioritisation

Road asset upgrade

The prioritisation of road assets is based on their hierarchy, traffic volume, and percentage of heavy vehicles and whether they are part of a future freight route, scored using the framework shown in the table below.

Prioritisation framework for asset upgrade and creating a new asset

Asset Characteristics / Score	Asset Characteristics													
	Road Hierarchy				Traffic Volume				HV%				Future Freight Route	
	Link	Collector	Access	Minor	>=200	100-199	31-99	0-30	>30	15-29	8-14	0-7	Yes	No
Prioritisation score for upgrade or new	8	4	2	1	8	4	2	1	8	4	2	1	12	0

Building asset upgrade

Council has 167 buildings in its register, out of which a subset of 52 buildings were listed as priorities in the recent Social Infrastructure Framework. All buildings were assigned a hierarchy level, namely Regional, Municipal, Neighbourhood and Local. Under each hierarchy the minimum and desirable service levels were defined. For each asset, the gap in service level between the current and desired service level was identified as projects to upgrade the asset.

There are some buildings which may need upgrade works, but there is potential to consider whether the service provided by these sets of buildings can be provided elsewhere. Works on these assets were costed however, they were proposed to be kept on hold until further feasibility studies are carried out.

Each building was assessed with the following five criteria. For example: a building in regional hierarchy gets “4” raw score. The higher the gap in service, a higher score is given. Assets with higher utilisation, high frequency of use and multiple and diverse range of community groups receive higher scores. A number of buildings are designated as “on hold” due to being either: surplus (currently not in use), single use (i.e. only one community group uses the facility) or planning required (strategic planning is required before scope is able to be determined). Buildings which are not “on hold” are allocated a score of 3 to assist sequencing of works over time.

Building upgrade prioritisation framework

Criteria	Raw Score (A)	Weight B	If not hold (C)	Total Score
Hierarchy	1 – 4	0.4	3	Sum(A*B)+C
Gap in service level	0 – 17	0.2		
Frequency of use	1 – 10	0.2		
Equity and multiuse	1 – 5	0.1		
Precinct	1 – 5	0.1		

Public Toilets upgrade

From a financial classification perspective, public toilets are classified as buildings, due to the generalised definition that “all assets with enclosed walls and a roof are buildings”. However, the criteria that governs the prioritisation for toilets are similar to those of open space assets. Thus prioritisation for public toilets has been separated from general buildings with a different prioritisation framework.

The dominating factors that determine the relative priorities are:

- i) frequency of use
- ii) the gap against minimum and preferred standard for a given service level, if a facility has a higher service level gap and has a high frequency of use (based on cleaning frequency) then it is considered a higher priority. If “on hold” (i.e. planning required or location review) then a factor of 0.5 is applied to again account for sequencing of works over time.

Toilet blocks prioritisation framework

Criteria	Raw Score (A)	Weight B	If hold (C)	Total Score
Frequency of use	1 – 10	1	3	[Sum(A*B)]*C
Gap against minimum standard	0 – 19	1		

Open Space asset upgrade

Council’s recently developed Social Infrastructure Framework identifies 27 parks/reserves as high priorities to upgrade before resources are spent on other assets. For all these open space assets, a hierarchy was assigned and service levels were defined. To fill the gap in service level for each assets, the required upgrade works were identified and estimates of costs developed.

Each facility was assessed with the following two criteria to ascertain the relative priority amongst other facilities. A value of 3 is then subtracted if the facility is noted as “on hold” to again assist sequencing of works over time. A public space is noted as “on hold” if further planning work is required i.e. location or equipment review.

Open space asset prioritisation framework

Criteria	Raw Score (A)	Weight B	If hold (C)	Total Score
Gap against minimum standard and key principles	0 – 17	1	-3	[Sum(A*B)]+C

For a given service level, if a facility has higher service level lap, then it is considered of higher priority unless it is on hold or there is alternative within 500 m. All 27 facilities were given a prioritisation score which is an indication of relative priority for each project.

Distribution of funding for existing asset upgrade and minor new asset creation

Whilst it is relatively easy to compare and rank assets in the same portfolio, it is difficult to compare road asset upgrade projects with building upgrade projects or open space asset upgrade projects. Historically, more funds have been spent on road asset upgrades compare to open space and building assets upgrade.

To avoid a disproportionate amount of fund going onto one asset category, a cap is set based on replacement value of asset portfolio.

Asset Type	Replacement Value (\$ M)	% based on 3 asset types	Adjustment %	Proportion of upgrade fund on these 3 assets (%)	Includes upgrades of

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Road asset	246	67	0.00	67	Sealed road, unsealed road, gravelled road, formed road, car parks, kerbs
Building asset	92	25	0.00	25	All buildings, halls (including assets in HRLE, WIFT, Aerodrome, etc.)
Open space asset	29	8	0.00	8	All open space assets that are used for recreation purpose (excludes footpath, bikepath, etc)

HORSHAM RURAL CITY COUNCIL

DRAFT FINANCIAL PLAN

2021/22 - 2030/31



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1. Legislative Requirements

This section describes how the Financial Plan links to the achievement of the Community Vision and the Council Plan within the Integrated Strategic Planning and Reporting framework. This framework guides Horsham Rural City Council in identifying community needs and aspirations over the long term (Community Vision), medium term (Council Plan) and short term (Budget) and then holding itself accountable (Annual Report).

The following diagram provides an overview of the core legislated elements of Council’s integrated strategic planning framework.



1.1 Strategic Planning Principles

The Financial Plan provides a 10 year financial projection regarding how the actions of the Council Plan may be funded to achieve the Community Vision. The Financial Plan is developed in the context of the following strategic planning principles:

- Council has an integrated approach to planning, monitoring and performance reporting.
- Council's Financial Plan addresses the Community Vision by funding the aspirations of the Council Plan. The Council Plan aspirations and actions are formulated in the context of the Community Vision.
- The Financial Plan statements provide the 10 year financial resources necessary to implement the strategic objectives and aspirations of the Council Plan to support the Community Vision.
- The Financial Plan will be revised and extended each year as part of the budget process to ensure that it always projects 10 years in to the future.
- Council's strategic planning principles identify and address the risks to effective implementation of the Financial Plan. The financial risks are included at section 1.2 below.
- The Financial Plan provides for the strategic planning principles of monitoring progress and reviews to identify and adapt to changing circumstances.

1.2 Financial Management Principles

The Financial Plan demonstrates the following financial management principles:

- Revenue, expenses, assets, liabilities, investments, and financial transactions are managed in accordance with Council's financial policies and strategic plans.
- Management of the following financial risks:
 - the financial viability of the Council.
 - the management of current and future liabilities of the Council. The estimated 10 year liabilities are disclosed in section 3.2 Balance Sheet projections.
- Financial policies and strategic plans are designed to provide financial stability and predictability to the community and give comfort re the future sustainability of Council.
- Council maintains accounts and records that explain its financial operations and financial position.

1.3 Engagement with the Community

Council has in place a community engagement policy and is undertaking engagement on the Financial Plan in accordance with that policy and the requirements of the Local Government Act 2020. The following consultation processes have occurred or will occur to ensure the community is provided with the opportunity to provide feedback and due consideration is given to that feedback:

- Community engagement occurred during the budget development process.
- A Community Panel was formed as a deliberative engagement approach with the aim to make recommendations on a question relating to the development of the Financial Plan.
- Draft Financial Plan prepared by management after consultation with Council and consideration of the recommendations from the Community Panel.
- Draft Financial Plan placed on public exhibition following August Council meeting for a period of 28 days and calling for feedback and submissions from the public.
- Community will be informed of the elements of the Financial Plan and encouraged to provide feedback through a broad range of local news outlets, Council's website, drop-in sessions and social media.
- Hearing of submissions to the Financial Plan will be conducted at a Council Briefing Meeting in September.
- The Financial Plan, including any revisions, will be presented to the October Council meeting for adoption.

1.4 Community Panel Recommendations

The Community Panel was given the following question to answer:

With limited resources it is getting more expensive to provide and maintain infrastructure. All councils struggle with constantly having to balance the cost of renewing, upgrading and building new infrastructure. What approach should Council use when making decisions around renewing, upgrading, and building new infrastructure?

Recommendation: To achieve our Community Vision, in the next 10 years we would like Council to focus on building new infrastructure. The reasons for this recommendation are as follows:

- Building multipurpose facilities to meet the needs of the community, aligns with the community vision, promotes economic growth and builds Horsham into a destination.
- Building new facilities has low impact on the use of current facilities (while the build is occurring).
- Donating or selling current assets to community groups fosters a positive relationship between them and the Council.
- New buildings and infrastructure will be geared towards a digital future, with an ability to manage our new COVID world.

Council has responded to this recommendation by revising its method for prioritisation of projects in the annual budget process as follows:

- The draft Long Term Capex Plan (LTCP) identifies a broad range of projects proposed to be undertaken over the next 10 years.
- The sequencing of projects in that Plan over the 10 years is informed by a prioritisation process that is based on principles such as: levels of use, geographic equity, target service level and the ability for assets to be multi-use (where appropriate).
- Each year the LTCP is updated to reflect a rolling 10-year period.
- As part of the next annual review of the LTCP, the existing prioritisation framework will be updated to incorporate the recommendations of the Community Panel process.
- The first review of this will be incorporated in preparation of the 2022-23 budget process.

1.5 Service Levels and Performance

Council services are provided on a community needs and value for money basis. The service performance principles are listed below:

- Council has taken the approach that service levels should not be reduced on any of its services, however, it also acknowledges that there is a need to undertake a detailed review of services delivered on a cyclical or as needs basis.
- Services are provided in an equitable manner and are responsive to the diverse needs of the community. The Council Plan is designed to identify the key services and projects to be delivered to the community. The Financial Plan provides the mechanism to demonstrate how the service aspirations within the Council Plan may be funded.
- Services are accessible to the relevant users within the community.
- Council provides quality services that provide value for money to the community. The Local Government Performance Reporting Framework (LGPRF) is designed to communicate Council's performance regarding the provision of quality and efficient services.
- Council is implementing a performance monitoring framework (broader than just the LGPRF) to provide measures for all of its services and to inform continuous improvement in to the future.
- Council has a service delivery framework that considers and responds to community feedback and complaints regards service provision.

1.6 Asset Plan Integration

Integration with the Asset Plan is a key principle of the Council's strategic financial planning principles. The purpose of this integration is designed to ensure that future funding is allocated in a manner that supports service delivery through the effective management of Council's assets into the future.

The Asset Plan identifies the strategic and operational practices which will ensure that Council manages assets across their life cycle in a financially sustainable manner. The Asset Plan, and associated asset management policies provide Council with a sound base to understand the risk associated with managing its assets for the community's benefit.

The Asset Plan is designed to inform the Financial Plan by identifying the amount of capital and maintenance expenditure that is required over the life of each asset category. The level of funding will incorporate knowledge of asset condition, the risk assessment issues, as well as the impact of reviewing and setting intervention and service levels for each asset class.

A key component of the Asset Plan is the Long Term Capex Plan (LTCP) which compiles the range of capital projects proposed for renewal, upgrade and new capital works over the next 10-year period. The LTCP is largely informed by two key drivers, being:

- Detailed modelling of the long-term costs of renewing assets to maintain the service levels the assets provide.
- Service strategies which identify upgrades to existing assets or projects that will create new assets to meet the changing service standards sought by the community.

In addition to identifying the operational and strategic practices that ensure that Council manages assets across their life cycle in a financially sustainable manner, the Asset Plan quantifies the asset portfolio and the financial implications of those practices. Together the Financial Plan and Asset Plan seek to balance projected investment requirements against projected budgets.

2. Financial Plan Context

This section describes the context and external / internal environment and consideration in determining the 10-year financial projections and assumptions.

2.1 Financial Policy Statements

This section defines the measures that demonstrates Council's financial sustainability in order to fund the aspirations of the Community Vision and the Council Plan.

Policy Statement	Measure	Target	Forecast										
			Actual 2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Consistent underlying surplus results	Adjusted underlying result greater than 0%	> 0%	-6.8%	-6.8%	-0.8%	1.1%	3.1%	5.4%	1.7%	-0.4%	1.8%	1.9%	1.6%
Ensure Council maintains sufficient working capital to meet its debt obligations as they fall due.	Current Assets / Current Liabilities greater than 1.00	> 1.00	1.78	1.84	1.72	1.69	1.21	1.13	1.01	1.08	1.11	1.16	1.23
Council maintains sufficient unrestricted cash to ensure ongoing liquidity as well as to address unforeseen cash imposts if required.	Unrestricted cash / current liabilities to be maintained above 80%	80%	164.4%	165.0%	152.2%	150.8%	106.5%	95.3%	83.6%	91.9%	95.2%	100.6%	107.8%
That council seek to reduce expenditure on salaries and wages as a percentage of General Revenue (Rates plus Grants Commission)	Reduce expenditure on Salaries & Wages as a percentage of General Revenue	< 69.5%	69.5%	64.0%	62.7%	61.4%	61.9%	61.6%	61.4%	60.8%	60.4%	60.1%	59.6%
Allocate adequate funds towards renewal capital in order to replace assets and infrastructure as they reach the end of their service life.	Asset renewal and upgrade expenses / Depreciation above > 90%	> 90%	95.9%	81.0%	90.3%	75.7%	77.6%	78.0%	90.2%	64.6%	67.8%	69.4%	71.4%
Council will actively plan to construct new assets through adequate strategic planning and advocacy and by applying for government grants and setting aside a component of rate revenue for new assets in-line with recommendations from the Community Panel	\$'s allocated to new capital expenditure to remain above 30% of total capital spend.	> 30%	18.1%	36.2%	36.9%	44.9%	43.3%	35.4%	10.5%	47.5%	54.2%	55.0%	8.7%
Council will maintain overall spending on Capital plus Debt Servicing, as a percentage of General Revenue (rates plus Grants Commission)	Capital spend plus Debt Servicing as a percentage of General Revenue will not fall below 21%	> 21%	21.0%	21.0%	21.1%	21.1%	21.2%	20.7%	21.3%	21.7%	22.5%	22.5%	22.6%
That Council applies loan funding to major strategic capital and maintains total borrowings in line with rate income and growth of the municipality.	Total borrowings / rate revenue to remain below 60%	< 60%	17.9%	16.9%	19.5%	26.5%	40.4%	39.9%	37.6%	40.4%	43.2%	42.8%	37.5%
Council generates sufficient revenue from rates plus fees and charges to ensure a consistent funding for new and renewal capital.	Capital Outlays as a % of Own Source Revenue to remain above 30%	30%	44.4%	54.4%	51.1%	51.1%	66.3%	75.4%	43.3%	53.8%	64.2%	59.5%	37.7%

Note: Measures that are shown in red text means it falls below the expected level and green text means it is above the expected level.

2.2 Strategic Actions

This section defines the strategic actions that we will do to achieve the policy statements.

Capital Works Generally

- Capital works to be budgeted so as to include sufficient project management costs to deliver the projects.
- Full lifecycle costs are included in operational budgets for all assets including new items.
- New revenue received as Revenue in Lieu of Rates, from new Energy Projects, will be applied to Capital expenditure.

New Asset Spend

- Maintain an advocacy document and a schedule of advocacy activities for each year.
- Ensure that adequate early stage project planning is allocated within Council's annual budget to provide a constant stream of shovel ready projects for future grant applications.
- Apply for grant opportunities as they arise and when they align with Council's Strategies.

Infrastructure Renewal

- Tag previous rate funding set aside for renewal spending to ensure that these dollars continue to be utilised for capital renewal work.

Reserves

- As a general rule reserve balances are to be held for all significant strategic buildings to assist in renewal and upgrade works.
- Savings from sustainability initiatives will be captured each year to assist in undertaking additional new sustainability initiatives to address climate change.
- Cash surpluses each year will be contributed to the Major Capital Projects Reserve for allocation in future years.
- The purpose for each reserve will be recorded in the Annual Budget and will be reviewed each year during the budget process.

Service Levels

- Maintain service levels at existing levels for the next 2 years to enable sufficient time to complete a full review of all service delivery areas.
- Identify service gaps.
- Over the next 2 years review service delivery costs to ensure that user charges are appropriately covering the cost of delivery for non-public good services.
- Adequate costs for the operation of new assets are to be allowed for when new assets come in to service and factored in to all future years of the financial plan.

Operational Projects

- to be budgeted so as to include sufficient project management costs to deliver the projects.
- planning allocations for major capital works projects to be allowed for each year.
- adequate spending on technology projects should be allowed for so as to maintain modern technological infrastructure.

Carry-forwards

- Projects with valid commitments or grant obligations will be carried forward.
- Operational projects not commenced will only be carried forward after review and approval by Executive Management Team.

2.3 Assumptions to the Financial Plan Statements

This section presents information regarding the assumptions to the Comprehensive Income Statement for the 10 years from 2021-2022 to 2030-2031. Each year these assumptions will be assessed for validity and updated accordingly.

Escalation Factors % or \$'000 movement	Note	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
CPI	2.3.1	1.50%	1.75%	2.00%	2.25%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%
Rate Cap	2.3.2	1.50%	1.75%	2.00%	2.25%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%
Population Growth	2.3.3	0.24%	1.05%	1.04%	1.58%	0.58%	0.90%	1.26%	1.24%	1.23%	0.25%
Supplementary Rates	2.3.4	1.50%	33.05%	2.00%	18.53%	-22.77%	13.83%	14.08%	2.60%	2.60%	-25.93%
Revenue in Lieu of rates	2.3.5	1.50%	1.75%	2.00%	2.25%	2.60%	2.60%	43.92%	71.98%	2.60%	2.60%
Investment Interest Rate	2.3.6	0.50%	0.75%	1.00%	1.25%	1.60%	1.60%	1.60%	1.60%	1.60%	1.60%
Borrowing Interest Rate	2.3.7	3.97%	3.97%	4.50%	4.50%	4.50%	3.60%	3.60%	3.60%	3.60%	3.60%
Borrowing term (Years)	2.3.8	10	10	10	10	10	10	10	10	10	10
Statutory fees and fines	2.3.9	1.50%	1.75%	2.00%	2.25%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%
User fees	2.3.10	1.50%	1.75%	2.00%	2.25%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%
Waste Charges	2.3.11	12.50%	12.25%	1.75%	1.75%	1.75%	1.75%	1.75%	1.75%	1.75%	1.75%
Grants - Operating	2.3.12	1.50%	1.75%	2.00%	2.25%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%
Grants - Capital (\$'000)	2.3.13	\$8,896	\$7,023	\$8,744	\$8,657	\$9,950	\$4,597	\$12,503	\$17,348	\$16,955	\$6,909
Contributions - monetary (\$'000)	2.3.14	\$622	\$525	\$322	\$2,531	\$5,456	\$1,499	\$303	\$349	\$370	\$385
Contributions - non-monetary (\$'000)	2.3.15	\$950	\$950	\$950	\$950	\$950	\$950	\$950	\$950	\$950	\$950
Proceeds from sale of assets (\$'000)	2.3.16	\$533	\$358	\$274	\$1,388	\$1,993	\$275	\$248	\$267	\$284	\$280
Other income	2.3.17	1.50%	1.75%	2.00%	2.25%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%
Employee costs	2.3.18	2.10%	1.75%	1.75%	1.75%	2.25%	2.25%	2.25%	2.50%	2.50%	2.50%
Materials and services	2.3.19	1.50%	1.75%	2.00%	2.25%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%
Utilities	2.3.20	2.50%	2.75%	3.00%	3.25%	3.60%	3.60%	3.60%	3.60%	3.60%	3.60%
Insurances	2.3.21	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Depreciation & Amortisation	2.3.22	1.50%	1.75%	2.00%	2.25%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%
Other expenses	2.3.23	1.50%	1.75%	2.00%	2.25%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%

Notes to Assumptions

2.1.1 Consumer Price Index (CPI)

CPI estimates for the next four years are provided by the Victorian Treasury Department and the Reserve Bank of Australia, and these have been utilised. Beyond that the OECD provides estimates for Australia, however, predicting a number such as this is very uncertain. The slight rise in CPI forecast by the OECD has been used as our estimate and reflects a general feeling that pervades financial circles that CPI will begin to rise from its historic lows. Impacts of Covid 19 Pandemic are impossible to guess-estimate what that will do in future years so has not been considered.

2.1.2 Rate Cap

Base rate revenue will increase by 1.50% for the 2021-2022 year based on the state government rate cap. The Rate Cap is calculated on a mix of CPI and wage indexes but is only done each year on assessment for the coming year. Over the recent years the Rate Cap has had a strong alignment with CPI so lacking any other empirical evidence the Rate Cap has been projected out at the same levels as CPI.

2.1.3 Population Growth

Horsham Rural City Council has had very minimal growth over recent years and the Estimated Resident growth rate is forecast at approximately 0.24% per annum for the next 20 years. The growth that has occurred has been from populations moving from surrounding smaller towns in to the larger regional city. The Estimated Resident population growth is seen as the base level and for our forecast perspective we have added in some other growth events over the 10 year period. The first is a small increase each year for farm worker growth given recent trends in farm ownership and employment, a one-off increase associated with agricultural industry development in 2022-23, mining in 2024-25 and 2027-28 and alternative energy developments in 2025-26 and 2026-27. Population growth forecasts are important as this growth leads to growth in the rate base for Council.

2.1.4 Supplementary Rates

Supplementary rates are the additional rateable property value that gets added in to the rate base each year from “new” development. Horsham has traditionally had growth of around 100 extra homes each year and this remains as the base with some additional growth associated with the population growth from the events as listed above in 2.1.3. The assumption is that for every three additional people in the population this generates one additional rateable property.

2.1.5 Revenue in Lieu of Rates

Revenue in Lieu of rates are paid under the Electricity Generation Act for alternative energy projects such as wind and solar projects. Council has one operator currently within the municipality with two new projects factored in within the 10 year period, one in 2027-28 and one in 2028-29. Council’s policy with the existing windfarm was to allocate the revenue in lieu of rates 100% towards capital expenditure. This approach has been continued with these possible future projects.

2.1.6 Investment Interest Rate

In order to maximise income, Council invests unspent capital works and reserve funds into term deposits to earn interest income. Since the COVID-19 pandemic interest rates on investments have declined. Estimated interest rates are predicted at 1.0% below CPI which provides some small anticipated growth over the 10 year period.

2.1.7 Borrowing Interest Rate

Borrowing rates are sought at the time Council intend to take out a new loan and under Council’s Loan Borrowing Policy they are locked in at a fixed rate for the period of the loan. Initial forecast rates are based on existing loans in place and their repayment schedules. These loans are significantly paid out from 2025-26, rates beyond that time for new borrowing have then been based on CPI plus 1%.

2.1.8 Borrowing Term (Years)

The borrowing term for all new borrowings is fixed over a 10 year period.

2.1.9 Statutory Fees and Fines

Statutory fees are set by the State Government each year, however, the Financial Plan indexes statutory fees in line with CPI. Historically fees have risen by around 2.15% which is above CPI so using CPI is likely to be a conservative approach.

2.1.10 User Fees

User Fees and Other Revenue annual increases are forecasted to be indexed in line with the state government rate cap / consumer price index.

2.1.11 Waste Charges

Waste charges are proposed to increase by 12.5% in 2022-23 compared to 2021-2022 levels in order to cover the total costs of waste management incurred across the municipality. Future years waste charges are estimated to increase at 1.75% per annum to ensure Council continues to recover the full costs of providing waste services over the period of the Financial Plan. Key impacts on charges in this period include:

- The cycle of constructing new landfill cells and rehabilitating old cells as they fill at Council's Dooen Landfill.
- Costs associated with the implementation of the new four-bin service model under the Victorian Government's Recycling Policy.
- Significant increases in the landfill levy (19% increase in 2022-23).

2.1.12 Grants – Operating

Council currently receives grants for tied (specific purpose grants) and un-tied Financial Assistance grant funding received via the Victorian Local Government Grants Commission (VLGGC). Traditionally other tiers of Government have not indexed grants in accordance with CPI but this is difficult to predict so increases have been factored in based on CPI.

2.1.13 Grants – Capital (\$'000)

Capital grants are extremely difficult to forecast and the numbers depicted in the plan are based on Council's Long-term Capital Plan (LTCP). The possible grant sources have been identified within the LTCP based on the expected political cycle, but as demonstrated recently by Covid and in the past with the Global Financial Crisis external events can drastically change the availability for grant income. The numbers depicted are ambitious in nature but are not unrealistic based on Council's experience in securing significant levels of grant funding for key projects.

A project reliant on grant income will not proceed if the grant is not obtained, unless the scope of the project can be proportionately reduced.

2.1.14 Contributions – Monetary (\$'000)

Monetary contributions are mostly related to contributions received from organisations utilising Council assets under lease and occasionally developers. These contributions represent funds to enable Council to provide the necessary infrastructure and infrastructure improvements to accommodate development growth. The contributions are for specific purposes and often require Council to outlay funds for infrastructure works often before receipt of this income source. These contributions are statutory contributions and are transferred to a restricted reserve until utilised for a specific purpose through the capital works program or delivered as works in kind by developers.

Future projections are based on estimated contributions from within the Long-term Capital Plan.

2.1.15 Contributions – Non-monetary (\$'000)

Non-monetary contributions are assets that form part of new development that are given to Council at handover for ongoing maintenance (e.g. roads, drainage, and open space). Non-monetary contributions are extremely difficult to forecast but has been factored in a \$950,000 for the full 10 years.

2.1.16 Proceeds from sale of assets (\$'000)

Proceeds from sale come from Plant and Equipment sales and industrial land sales. Re Plant and Equipment, Council maintains a detailed plant replacement program for all plant items over their estimated life. These numbers are factored in to the Long-term Capital Plan based on the 10 year plant replacement program. Industrial Land sales are difficult to predict but have been factored in across the next 10 years based on estimates from Council's real estate agent.

2.1.17 Other income

Other Income annual increases are forecasted to be indexed in line with the state government rate cap / consumer price index.

2.1.18 Employee costs

The 2021-2022 year includes a 2.50% increase for employee costs that reflects the salary increase for all staff in line with the Enterprise Agreement (EA) and the changes in the superannuation guarantee levy from 9% to 9.5%. The following years, are unknown but have been aligned loosely around changes in CPI and the EA 3 year cycle and known changes to superannuation levies. Increases in employee costs are also impacted by changes in workforce composition and overall staffing levels.

New positions are excluded from this percentage increase, with new positions being shown separately in the Statement of Human Resources in section 3.6.

2.1.19 Materials and services

Materials and Services includes consultancies and sub-contractors as well as non-salary operating expenses. These deliver on such things as maintenance and repairs of Council buildings, roads, drains and footpaths which are more influenced by market forces. Other associated costs included under this category are external providers for a range of services, including legal services and labour hire.

Over the period of the Financial Plan these costs have been escalated at CPI with specific items for insurances, utilities and fuel being considered separately.

2.1.20 Utilities and Fuel

Utilities include electricity, water, gas, and fuel to run our plant, buildings and services.

It is common for utility and fuel costs to increase greater than CPI which is reflected in projected annual increases of 1.0% higher than CPI. This is due to both cost escalation and the increasing number of assets owned and operated by Council.

2.1.21 Insurances

There are many factors that can influence insurance premiums including, but not limited to, level of coverage, level of risk, history of claims, and therefore insurances do not necessarily increase by CPI.

The assumption of a 5.00% annual increase used within the Financial Plan is based on historical increases and potentially reflects the increasing risk of climate change influenced events.

2.1.22 Depreciation and Amortisation

Depreciation is an accounting measure which attempts to allocate the value of assets over its useful life for Council's property, plant and equipment including infrastructure assets such as roads and drains.

Depreciation estimates have been based on the projected capital spending and assets on hand that are contained within the Financial Plan.

2.1.23 Other Expenses

Other Expenses annual increases are forecasted to be indexed in line with the state government rate cap / consumer price index.

3. Financial Statements

This section presents information regarding the Financial Statements and Statement of Human Resources for the years 2021-2022 to 2030-2021.

This section includes the following financial statements in accordance with the *Local Government Act 2020* and the Local Government Model Financial Plan:

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

3.1 Comprehensive Income Statement

For the 10 years ending 30 June 2031

	Forecast /										
	Actual										
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income											
Rates and charges	28,519	29,633	30,832	31,731	32,759	33,863	35,002	36,332	37,884	39,195	40,470
Statutory fees and fines	310	426	434	442	452	464	476	488	501	514	528
User fees	5,548	5,950	6,154	6,277	6,418	6,585	6,757	6,932	7,112	7,297	7,487
Grants - Operating	17,221	10,362	8,260	8,615	8,940	9,361	9,792	10,235	10,689	11,154	11,632
Grants - Capital	2,645	8,897	7,023	8,744	8,657	9,950	4,597	12,537	17,332	16,615	7,238
Contributions - monetary	596	340	217	97	1,191	3,510	1,150	100	101	102	102
Contributions - non-monetary	1,300	800	950	950	950	950	950	950	950	950	950
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	(230)	(899)	833	1,317	1,512	613	420	(163)	719	548	21
Fair value adjustments for investment property	10	10	10	10	10	10	10	10	10	10	10
Share of net profits/(losses) of associates and joint ventures	30	30	30	30	30	30	30	30	30	30	30
Other income	2,003	2,350	2,391	2,438	2,493	2,557	2,622	2,689	2,758	2,829	2,901
Total income	57,952	57,899	57,134	60,652	63,413	67,893	61,805	70,141	78,086	79,244	71,370
Expenses											
Employee costs	20,795	19,667	19,726	19,839	20,662	21,265	21,912	22,548	23,347	24,046	24,627
Materials and services	25,069	20,127	17,857	18,305	18,812	19,402	20,009	20,632	21,274	21,934	22,612
Depreciation	183	93	93	93	93	93	93	93	93	93	93
Amortisation - intangible assets	12,412	12,315	12,531	12,781	13,069	13,408	13,757	14,115	14,482	14,858	15,245
Amortisation - right of use assets	48	55	55	55	55	55	55	55	5	-	-
Bad and doubtful debts	203	244	378	378	378	378	-	-	-	-	-
Borrowing costs	198	175	-	32	125	311	517	498	535	575	579
Finance Costs - leases	11	10	10	10	10	10	10	10	10	-	-
Other expenses	294	321	326	333	340	349	358	367	377	387	397
Total expenses	59,213	53,006	50,976	51,825	53,544	55,271	56,711	58,319	60,122	61,893	63,553
Surplus/(deficit) for the year	(1,262)	4,893	6,158	8,827	9,869	12,621	5,094	11,823	17,964	17,351	7,817
Other comprehensive income											
Items that will not be reclassified to surplus or deficit in future periods											
Net asset revaluation increment/(decrement)	5,000	-	7,700	2,700	5,000	2,000	2,700	2,500	5,000	2,700	2,000
Share of other comprehensive income of associates and joint ventures	-	-	-	-	-	-	-	-	-	-	-
Items that may be reclassified to surplus or deficit in future periods											
	-	-	-	-	-	-	-	-	-	-	-
Total comprehensive result	3,738	4,893	13,858	11,527	14,869	14,621	7,794	14,323	22,964	20,051	9,817

3.2 Budgeted Balance Sheet

For the 10 years ending 30 June 2031

	Forecast /										
	Actual										
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Assets											
Current assets											
Cash and cash equivalents	5,624	4,189	1,000	1,831	1,000	1,000	1,000	3,500	5,005	6,665	8,052
Trade and other receivables	1,484	1,666	1,589	1,560	1,521	1,502	1,431	1,469	1,485	1,456	1,359
Other financial assets	29,200	24,385	23,795	23,795	22,289	16,497	14,363	14,363	14,363	14,363	14,363
Inventories	528	429	383	392	403	415	427	440	453	466	480
Non-current assets classified as held for sale	-	350	350	350	350	350	350	350	350	350	350
Other assets	876	850	829	847	867	891	916	942	968	994	1,022
Total current assets	37,712	31,869	27,946	28,775	26,430	20,655	18,488	21,063	22,624	24,295	25,627
Non-current assets											
Trade and other receivables	401	414	415	417	419	422	424	427	429	432	435
Investments in associates, joint arrangement and subsidiaries	1,493	1,523	1,553	1,583	1,613	1,643	1,673	1,703	1,733	1,763	1,793
Property, infrastructure, plant & equipment	496,565	503,629	520,999	534,476	556,406	577,814	587,435	601,277	624,643	643,681	650,526
Right-of-use assets	390	335	280	225	170	115	60	5	-	-	-
Investment property	2,460	2,470	2,480	2,490	2,500	2,510	2,520	2,530	2,540	2,550	2,560
Intangible assets	244	-	1,512	1,134	756	378	378	378	378	378	378
Total non-current assets	501,553	508,371	527,239	540,325	561,865	582,881	592,490	606,319	629,723	648,804	655,692
Total assets	539,265	540,240	555,185	569,100	588,295	603,536	610,978	627,382	652,346	673,098	681,318
Liabilities											
Current liabilities											
Trade and other payables	5,243	4,227	3,759	3,853	3,959	4,083	4,210	4,341	4,476	4,614	4,756
Trust funds and deposits	509	509	509	509	509	509	509	509	509	509	509
Unearned Income	8,062	5,333	4,247	4,523	4,666	4,944	4,788	5,515	6,039	6,205	5,805
Provisions	7,202	7,202	7,598	7,598	7,598	7,598	7,598	7,598	7,598	7,598	7,598
Interest-bearing liabilities	128	-	66	243	4,914	1,058	1,172	1,431	1,732	1,986	2,123
Lease liabilities	45	46	114	263	214	162	108	52	-	-	-
Total current liabilities	21,188	17,317	16,294	16,988	21,860	18,354	18,385	19,447	20,355	20,913	20,792
Non-current liabilities											
Provisions	4,138	4,138	5,632	5,632	5,632	5,632	5,632	5,632	5,632	5,632	5,632
Interest-bearing liabilities	4,305	4,305	5,036	6,926	6,380	10,507	10,123	11,143	12,235	12,378	10,901
Lease liabilities	357	311	196	-	-	-	-	-	-	-	-
Total non-current liabilities	8,800	8,754	10,864	12,557	12,012	16,139	15,754	16,774	17,866	18,009	16,533
Total liabilities	29,988	26,071	27,158	29,546	33,872	34,492	34,140	36,221	38,221	38,922	37,325
Net assets	509,276	514,169	528,027	539,554	554,423	569,044	576,838	591,161	614,125	634,176	643,993
Equity											
Accumulated surplus	236,397	244,379	250,752	256,688	266,123	283,587	289,320	298,734	314,763	329,346	335,359
Reserves - Asset Replacement	16,942	13,853	13,638	16,529	16,962	12,119	11,481	13,889	15,825	18,592	20,397
Reserves - Asset Revaluation	255,937	255,937	263,637	266,337	271,337	273,337	276,037	278,537	283,537	286,237	288,237
Total equity	509,276	514,169	528,027	539,554	554,423	569,044	576,838	591,161	614,125	634,176	643,993

3.3 Statement of Changes in Equity

For the 10 years ending 30 June 2031

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2021/2022 Forecast Actual				
Balance at beginning of the financial year	509,276,336	236,396,992	255,937,464	16,941,880
Surplus/(deficit) for the year	4,892,687	4,892,687	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(4,486,509)	-	4,486,509
Transfers from other reserves	-	7,575,714	-	(7,575,714)
Balance at end of the financial year	514,169,023	244,378,884	255,937,464	13,852,675
2022/2023 Budget				
Balance at beginning of the financial year	514,169,023	244,378,884	255,937,464	13,852,675
Surplus/(deficit) for the year	6,158,444	6,158,444	-	-
Net asset revaluation increment/(decrement)	7,700,000	-	7,700,000	-
Transfers to other reserves	-	(6,888,229)	-	6,888,229
Transfers from other reserves	-	7,103,234	-	(7,103,234)
Balance at end of the financial year	528,027,467	250,752,333	263,637,464	13,637,670
2023/2024				
Balance at beginning of the financial year	528,027,467	250,752,333	263,637,464	13,637,670
Surplus/(deficit) for the year	8,826,852	8,826,852	-	-
Net asset revaluation increment/(decrement)	2,700,000	-	2,700,000	-
Transfers to other reserves	-	(7,018,995)	-	7,018,995
Transfers from other reserves	-	4,127,900	-	(4,127,900)
Balance at end of the financial year	539,554,320	256,688,091	266,337,464	16,528,765
2024/2025				
Balance at beginning of the financial year	539,554,320	256,688,091	266,337,464	16,528,765
Surplus/(deficit) for the year	9,868,547	9,868,547	-	-
Net asset revaluation increment/(decrement)	5,000,000	-	5,000,000	-
Transfers to other reserves	-	(7,375,529)	-	7,375,529
Transfers from other reserves	-	6,941,854	-	(6,941,854)
Balance at end of the financial year	554,422,866	266,122,962	271,337,464	16,962,440
2025/2026				
Balance at beginning of the financial year	554,422,866	266,122,962	271,337,464	16,962,440
Surplus/(deficit) for the year	12,621,095	12,621,095	-	-
Net asset revaluation increment/(decrement)	2,000,000	-	2,000,000	-
Transfers to other reserves	-	(6,300,091)	-	6,300,091
Transfers from other reserves	-	11,143,424	-	(11,143,424)
Balance at end of the financial year	569,043,961	283,587,390	273,337,464	12,119,107

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2026/2027				
Balance at beginning of the financial year	569,043,961	283,587,390	273,337,464	12,119,107
Surplus/(deficit) for the year	5,094,339	5,094,339	-	-
Net asset revaluation increment/(decrement)	2,700,000	-	2,700,000	-
Transfers to other reserves	-	(6,012,509)	-	6,012,509
Transfers from other reserves	-	6,650,993	-	(6,650,993)
Balance at end of the financial year	576,838,300	289,320,213	276,037,464	11,480,623
2027/2028				
Balance at beginning of the financial year	576,838,300	289,320,213	276,037,464	11,480,623
Surplus/(deficit) for the year	11,822,723	11,822,723	-	-
Net asset revaluation increment/(decrement)	2,500,000	-	2,500,000	-
Transfers to other reserves	-	(5,514,293)	-	5,514,293
Transfers from other reserves	-	3,105,571	-	(3,105,571)
Balance at end of the financial year	591,161,023	298,734,214	278,537,464	13,889,345
2028/2029				
Balance at beginning of the financial year	591,161,023	298,734,214	278,537,464	13,889,345
Surplus/(deficit) for the year	17,964,336	17,964,336	-	-
Net asset revaluation increment/(decrement)	5,000,000	-	5,000,000	-
Transfers to other reserves	-	(6,496,449)	-	6,496,449
Transfers from other reserves	-	4,560,680	-	(4,560,680)
Balance at end of the financial year	614,125,359	314,762,781	283,537,464	15,825,114
2029/2030				
Balance at beginning of the financial year	614,125,359	314,762,781	283,537,464	15,825,114
Surplus/(deficit) for the year	17,350,814	17,350,814	-	-
Net asset revaluation increment/(decrement)	2,700,000	-	2,700,000	-
Transfers to other reserves	-	(6,488,231)	-	6,488,231
Transfers from other reserves	-	3,720,904	-	(3,720,904)
Balance at end of the financial year	634,176,173	329,346,268	286,237,464	18,592,441
2030/2031				
Balance at beginning of the financial year	634,176,173	329,346,268	286,237,464	18,592,441
Surplus/(deficit) for the year	7,816,984	7,816,984	-	-
Net asset revaluation increment/(decrement)	2,000,000	-	2,000,000	-
Transfers to other reserves	-	(6,210,408)	-	6,210,408
Transfers from other reserves	-	4,406,255	-	(4,406,255)
Balance at end of the financial year	643,993,157	335,359,099	288,237,464	20,396,594

3.4 Statement of Cash Flows

For the 10 years ending 30 June 2031

	Forecast /										
	Actual										
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflow s	Inflow s	Inflow s	Inflow s	Inflow s	Inflow s	Inflow s	Inflow s	Inflow s	Inflow s	Inflow s
	(Outflow s)	(Outflow s)	(Outflow s)	(Outflow s)	(Outflow s)	(Outflow s)	(Outflow s)	(Outflow s)	(Outflow s)	(Outflow s)	(Outflow s)
Cash flows from operating activities											
Rates and charges	28,624	29,621	30,819	31,722	32,748	33,851	34,990	36,318	37,867	39,181	40,456
Statutory fees and fines	446	334	429	437	446	456	468	480	493	506	519
User fees	5,548	5,950	6,154	6,277	6,418	6,585	6,757	6,932	7,112	7,297	7,487
Grants - operating	20,206	7,221	7,297	8,777	9,090	9,553	9,990	10,437	10,896	11,368	11,851
Grants - capital	2,532	9,309	6,899	8,858	8,651	10,035	4,243	13,061	17,648	16,567	6,619
Contributions - monetary	596	340	217	97	1,191	3,510	1,150	100	101	102	102
Interest received	590	617	628	640	655	672	689	707	726	744	764
Other receipts	678	1,497	1,749	1,737	1,786	1,814	1,914	1,856	1,930	2,024	2,144
Employee costs	(20,795)	(19,667)	(19,726)	(19,839)	(20,662)	(21,265)	(21,912)	(22,548)	(23,347)	(24,046)	(24,627)
Materials and services	(23,807)	(20,966)	(18,243)	(18,227)	(18,724)	(19,300)	(19,903)	(20,524)	(21,163)	(21,819)	(22,495)
Other payments	(294)	(321)	(326)	(333)	(340)	(349)	(358)	(367)	(377)	(387)	(397)
Net cash provided by/(used in) operating activities	14,323	13,936	15,897	20,146	21,258	25,563	18,026	26,453	31,888	31,537	22,424
Cash flows from investing activities											
Payments for Property, Infrastructure, Plant & Equipment	(16,041)	(20,361)	(20,775)	(21,566)	(28,924)	(33,246)	(19,583)	(24,917)	(31,445)	(29,983)	(19,399)
Proceeds from Sale of Property, Infrastructure, Plant & Equipment	1,151	533	358	274	1,388	1,993	275	248	267	284	280
Proceeds from Sale of Investments	-	4,815	590	-	1,506	5,792	2,134	-	-	-	-
Net cash provided by/ (used in) investing activities	(14,890)	(15,013)	(19,828)	(21,292)	(26,031)	(25,460)	(17,174)	(24,669)	(31,178)	(29,699)	(19,118)
Cash flows from financing activities											
Finance Costs	(198)	(175)	-	(32)	(125)	(311)	(517)	(498)	(535)	(575)	(579)
Interest paid - lease liability	(11)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	-	-
Proceeds from Borrowings	-	-	797	2,133	4,368	5,184	787	2,451	2,824	2,129	646
Repayments of Borrowings	(477)	(128)	-	(66)	(243)	(4,914)	(1,058)	(1,172)	(1,431)	(1,732)	(1,986)
Repayment of Lease Liabilities	(43)	(45)	(46)	(48)	(49)	(52)	(54)	(56)	(52)	-	-
Net cash provided by/(used in) financing activities	(730)	(358)	741	1,977	3,942	(102)	(851)	715	796	(178)	(1,919)
Net increase/(decrease) in cash & cash equivalents	(1,297)	(1,435)	(3,189)	831	(831)	-	-	2,500	1,506	1,659	1,387
Cash and cash equivalents at the beginning of the financial year	6,921	5,624	4,189	1,000	1,831	1,000	1,000	1,000	3,500	5,005	6,665
Cash and cash equivalents at the end of the financial year	5,624	4,189	1,000	1,831	1,000	1,000	1,000	3,500	5,005	6,665	8,052

3.5 Statement of Capital Works

For the 10 years ending 30 June 2031

	Forecast /										
	Actual										
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property											
Land	-	-	-	-	874	-	-	-	-	-	-
Buildings	1,349	2,468	2,516	2,757	5,494	7,615	1,711	11,278	16,696	2,041	5,275
Total property	1,349	2,468	2,516	2,757	6,369	7,615	1,711	11,278	16,696	2,041	5,275
Plant and equipment											
Plant, machinery and equipment	2,772	2,516	2,612	2,013	1,749	2,119	2,030	1,840	1,974	2,100	2,074
Other Plant & Equipment	266	282	186	122	333	97	175	102	270	126	110
Total plant and equipment	3,039	2,798	2,799	2,135	2,083	2,216	2,205	1,942	2,245	2,226	2,184
Infrastructure											
Roads	5,736	6,345	5,657	6,055	5,586	5,631	6,076	7,307	7,369	7,708	8,006
Bridges	184	455	104	106	109	114	1,283	1,317	1,351	1,386	1,422
Footpaths and cycleways	529	293	543	297	339	318	327	329	1,013	315	323
Drainage	40	390	140	143	148	153	157	162	166	170	175
Recreational, leisure and community facilities	1,557	3,461	5,561	8,192	8,021	5,628	817	782	-	12,473	-
Waste management	3,255	575	1,035	-	656	455	3,539	-	-	-	-
Parks, open space and streetscapes	30	2,917	442	920	1,350	1,137	589	522	1,312	832	483
Aerodromes	211	-	-	-	-	-	-	-	-	-	-
Off street car parks	42	330	-	-	-	-	-	-	-	-	-
Other infrastructure	70	330	1,979	960	4,264	9,978	2,880	1,279	1,294	2,834	1,531
Total infrastructure	11,654	15,095	15,460	16,673	20,473	23,414	15,668	11,697	12,505	25,716	11,940
Total capital works expenditure	16,041	20,361	20,775	21,566	28,924	33,246	19,583	24,917	31,445	29,983	19,399
Represented by:											
New asset expenditure	2,897	7,379	7,658	9,692	12,518	11,785	2,047	11,830	17,058	16,476	1,684
Asset renewal expenditure	11,902	9,972	11,315	9,672	10,139	10,460	12,414	9,122	9,817	10,307	10,886
Asset expansion expenditure	-	-	-	-	-	-	-	-	-	-	-
Asset upgrade expenditure	1,243	3,010	1,801	2,201	6,267	11,000	5,122	3,965	4,570	3,200	6,829
Total capital works expenditure	16,041	20,361	20,775	21,566	28,924	33,246	19,583	24,917	31,445	29,983	19,399
Funding sources represented by:											
Grants	2,644	8,896	7,023	8,744	8,657	9,950	4,597	12,537	17,332	16,615	7,238
Contributions	895	622	525	322	2,531	5,456	1,469	303	323	342	340
Council cash	12,502	10,842	12,429	10,366	13,369	12,655	12,730	9,626	10,966	10,897	11,175
Borrowings	-	-	797	2,133	4,368	5,184	787	2,451	2,824	2,129	646
Total capital works expenditure	16,041	20,361	20,775	21,566	28,924	33,246	19,583	24,917	31,445	29,983	19,399

3.6 Statement of Human Resources

For the 10 years ending 30 June 2031

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
Communities and Place										
Permanent - Full time										
Female	17.8	17.8	17.8	17.8	17.8	17.8	17.8	17.8	17.8	17.8
Male	13.0	13.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0
Permanent - Part time										
Female	15.1	15.1	14.9	16.9	16.9	16.9	17.9	17.9	18.9	18.9
Male	2.5	2.5	1.9	1.9	1.9	1.9	1.9	1.9	1.9	1.9
Communities and Place Total	48.5	48.5	46.7	48.7	48.7	48.7	49.7	49.7	50.7	50.7
Corporate Services										
Permanent - Full time										
Female	16.0	15.0	14.0	14.0	14.0	14.0	14.0	14.0	14.0	14.0
Male	13.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0
Permanent - Part time										
Female	12.8	13.2	13.2	14.2	14.2	15.2	15.2	16.2	16.2	16.2
Male	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8
Corporate Services Total	42.6	40.0	39.0	40.0	40.0	41.0	41.0	42.0	42.0	42.0
Infrastructure										
Permanent - Full time										
Female	10.0	12.0	14.0	16.0	17.0	17.0	17.0	18.0	18.0	18.0
Male	100.0	98.0	96.0	95.0	95.0	95.0	95.0	95.0	95.0	95.0
Permanent - Part time										
Female	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2
Male	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Infrastructure Total	113.1	113.1	113.1	114.1	115.1	115.1	115.1	116.1	116.1	116.1
Casuals, temporary and other expenditure	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total staff FTE	204.2	201.6	198.8	202.8	203.8	204.8	205.8	207.8	208.8	208.8

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Communities and Place										
Permanent - Full time										
Female	1,958	2,001	2,044	2,086	2,139	2,191	2,244	2,301	2,358	2,415
Male	1,579	1,614	1,539	1,572	1,611	1,651	1,690	1,733	1,776	1,819
Permanent - Part time										
Female	1,554	1,588	1,600	1,846	1,892	1,938	2,099	2,152	2,325	2,381
Male	223	228	168	171	176	180	184	189	194	198
Communities and Place Total	5,314	5,431	5,351	5,675	5,818	5,960	6,217	6,375	6,653	6,814
Corporate Services										
Permanent - Full time										
Female	1,721	1,630	1,581	1,614	1,654	1,695	1,736	1,780	1,824	1,868
Male	1,825	1,538	1,571	1,604	1,644	1,684	1,724	1,768	1,812	1,856
Permanent - Part time										
Female	1,365	1,450	1,481	1,633	1,674	1,842	1,886	2,067	2,119	2,170
Male	91	93	95	97	99	102	104	107	109	112
Corporate Services Total	5,001	4,710	4,727	4,947	5,071	5,323	5,450	5,722	5,864	6,006
Infrastructure										
Permanent - Full time										
Female	1,042	1,304	1,492	1,686	1,812	1,856	1,901	2,039	2,090	2,140
Male	9,633	9,643	9,665	9,787	10,032	10,278	10,524	10,792	11,060	11,328
Permanent - Part time										
Female	113	115	118	120	123	126	129	133	136	139
Male	227	232	237	242	248	254	260	267	274	280
Infrastructure Total	11,016	11,294	11,512	11,835	12,216	12,515	12,815	13,231	13,560	13,889
Casuals, temporary and other expenditure	0	0	0	0	0	0	0	0	0	0
Total Staff FTE	21,331	21,435	21,590	22,458	23,105	23,798	24,481	25,328	26,077	26,709

4. Financial Performance Indicators

The following table highlights Council's projected performance across a range of key financial performance indicators. These indicators provide an analysis of Council's 10 year financial projections and should be interpreted in the context of the organisation's objectives and financial management principles.

Indicator	Measure	Notes	Acceptable Range (LGPRF)	Forecast Actual 2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	Trend +/-
Operating position															
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	4.1	> 0%	-6.82%	-6.80%	-0.76%	1.07%	3.06%	5.39%	1.69%	-0.41%	1.81%	1.92%	1.64%	+
Liquidity															
Working Capital	Current assets / current liabilities	4.2	> 100%	177.98%	184.03%	171.51%	169.38%	120.91%	112.54%	100.56%	108.31%	111.15%	116.17%	123.25%	o
Unrestricted cash	Unrestricted cash / current liabilities	4.3	10% - 300%	164.35%	165.01%	152.17%	150.84%	106.54%	95.33%	83.56%	91.86%	95.15%	100.55%	107.81%	o
Obligations															
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	4.4	< 60%	17.87%	16.89%	19.47%	26.53%	40.39%	39.90%	37.61%	40.36%	43.21%	42.84%	37.54%	+
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue	4.5	< 10%	2.72%	1.19%	0.00%	0.36%	1.31%	18.03%	5.24%	5.36%	6.08%	6.88%	7.39%	+
Indebtedness	Non-current liabilities / own source revenue	4.6	< 70%	24.74%	28.82%	30.77%	35.85%	31.91%	41.26%	36.39%	47.50%	53.79%	50.96%	36.14%	+
Asset renewal	Asset renewal and upgrade expense / Asset depreciation	4.7	> 90%	95.89%	80.97%	90.30%	75.68%	77.59%	78.01%	90.24%	64.63%	67.79%	69.37%	71.41%	-
Stability															
Rates concentration	Rate revenue / adjusted underlying revenue	4.8	< 0.80	0.45	0.51	0.52	0.52	0.51	0.50	0.52	0.54	0.53	0.53	0.54	-
Rates effort	Rate revenue / CIV of rateable properties in the municipality	4.9	< 0.60%	0.53%	0.54%	0.53%	0.52%	0.51%	0.51%	0.50%	0.49%	0.49%	0.48%	0.47%	o
Efficiency															
Expenditure level	Total expenses/ no. of property assessments	4.10	< \$5,000	\$4,720	\$4,193	\$3,991	\$4,017	\$4,101	\$4,197	\$4,265	\$4,340	\$4,428	\$4,511	\$4,598	+
Revenue level	Total rate revenue / no. of property assessments	4.11	< \$2,500	\$1,977	\$2,016	\$2,052	\$2,094	\$2,142	\$2,201	\$2,259	\$2,318	\$2,380	\$2,444	\$2,511	+

Note : **Red text** indicators are below the acceptable range/targets and **green text** indicators are within the acceptable range/target.

Notes to indicators

4.1 Adjusted Underlying Result

This measures Council's ability to generate surplus in the ordinary course of business—excluding non-recurrent capital grants, non-monetary asset contributions, and other contributions to fund capital expenditure from the net result. A surplus or increasing % surplus suggests an improvement in the operating position.

Council's financial performance is improving over the ten year period. The negative results for the first 2 years of the plan reflect a high reliance on capital grants in a large part brought about by extra funding during the Covid Pandemic.

4.2 Working Capital

This measures Council's ability to pay existing liabilities in the next 12 months. A ratio greater than 1.0 means there are more cash and liquid assets than short-term liabilities.

Working Capital declines in 2025-26 due to the repayment of a significant interest only loan of \$4.3m for the Horsham Town Hall and Performing Arts Centre. Council has been accumulating these funds in a loan repayment reserve in preparation for the repayment. Over the 3 years from 2024-25 through to 2025-26 \$8.8m is planned for expenditure on the CAD Activation Project of which 35% is expected to come from the CBD Reserve, however, the balance is forecast to be insufficient in that reserve at that time to meet the full amount, so the reserve will become negative – essentially borrowing from our other strong cash backed reserves. This recovers by 2030-31 and the Working Capital ratio improves above 1.20 again.

4.3 Unrestricted Cash

Is cash, cash equivalents and financial assets that are not available for use other than for the purpose for which it is restricted, it includes cash that will be used to fund carry forward capital works from the previous financial year. Items which are considered to be restricted under the definition are: trust funds and deposits, statutory or non-discretionary reserves, cash held to fund carry forward capital works and conditional grants unspent. Term deposits with an original maturity of greater than 90 days (i.e. other financial assets) are also considered to be restricted under this definition.

Unrestricted cash ratio is declining over the six years to 2026-27 where upon it again commences to improve. The decline is explained by the spending as mentioned above in note 4.2. The exclusion of Term deposits from this ratio, as required by regulation, does understate this for Council as term deposits (shown as "Other Financial Assets") are significant for Council.

4.4 Loans and Borrowings (*Interest Bearing Loans / Rate Revenue*)

Measures whether the level of debt and other long term obligations is appropriate to the size and nature of the Council's activities. This measure is over-stated due to interest only loans that were entered in to, in 2015-16, through the MAV Funding Vehicle arrangements. For these loans principal repayments are being provided for internally by way of a reserve account. This reserve account does not directly offset against this measure.

Council has not undertaken any significant external borrowing since \$3.47m was borrowed for the Horsham Town Hall and Performing Arts project in 2015-16. Since that time further borrowings of \$0.9m for the Horsham North Children's Hub and \$1.5m for the Livestock Exchange Roof have been funded from internal unrestricted cash reserves so are not formally recorded as borrowings, but are treated as interest only loans from an internal accounting perspective.

Future years borrowings are planned for a number of projects (as depicted in note 5.2 below) with total borrowings over the ten year period of \$15.6m which when factored in with current repayments schedules of existing loans sees a peak in this measure in 2028-29 of 43.21%, when borrowings outstanding reach \$12.6m.

4.5 Loans and Borrowings (*Interest and Principal Repayments / Rate Revenue*)

This measure is an assessment of whether Council's level of repayments on interest-bearing loans and borrowings are appropriate to the size and nature of Council's activities.

This measure is under-stated due to interest only loans that were entered in to, in 2015-16, through the MAV Funding Vehicle arrangements. For these loans principal repayments are being provided for internally by way of a reserve account and are not therefore included in this measure except when they are repaid as occurs in 2025-26 when \$4.3m is repaid for the interest only loans taken out in 2015-16. Following this repayment in 2025-26 the measure more accurately reflects the situation as all loans are forecast to be taken out on a principal plus interest repayment basis.

This measure post 2025-26 climbs to 5.26% and increases further to 7.39% in 2029-30 in line with the new borrowings as depicted in note 5.2 below. This measure is still within the prudential limits.

4.6 Indebtedness (*Non-current Liabilities / Own Source Revenue*)

This measure is an assessment of whether Council long term liabilities are appropriate to the size and nature of Council activities. Lower proportion of non-current liabilities suggests greater capacity to meet long-term obligations. It assesses Council's ability to pay principal and interest on borrowings, as and when they fall due, from the funds it generates. The lower the ratio, the less revenue the entity is required to use to repay its total debt. Own-sourced revenue is used, rather than total revenue, because it does not include grants or contributions.

This measure is more stable as it is not impacted by interest only loans as is the case with the former two indicators depicted in notes 4.6 and 4.6 above. The measure does increase over the ten year period as more borrowings are taken out as depicted in note 5.2 below. It remains under the acceptable level of 70%.

4.7 Asset Renewal

This percentage indicates the extent of Council's renewals against its depreciation charge (an indication of the decline in value of its existing capital assets). A percentage greater than 100 indicates Council is maintaining its existing assets, while a percentage less than 100 means its assets are deteriorating faster than they are being renewed and future capital expenditure will be required to renew assets.

Prior to the implementation of rate capping, in 2016-17 Council set aside a percentage of the rate increase specifically for infrastructure renewal. This continued for the three years post that, but it is no longer possible to continue with this policy, due to the tightening budget position that has been imposed through rate capping.

Each year there is a need to balance Councils spend between new and renewal of assets, with new assets largely being funded from grants but also requiring some co-investment. It is a fine line to ensure that assets are renewed as well as new assets constructed in line with the recommendations from the Community Panel (see notes 1.3 and 1.4 above).

4.8 Rates Concentration

This measure is an assessment of whether Council can generate revenue from a range of sources to fund services and activities. Lower proportion of rate to underlying revenue suggests greater stability. This measure remains relatively stable across the ten years which reflect as similar level of reliance on rates to fund Councils operations.

4.9 Rates Effort

This measure is an assessment of whether councils set rates at an appropriate level (Rate Revenue per property values). A lower proportion of rate revenue as a percentage of property value suggests a reduced rate burden on the community. Over the ten year term the rate effort is improving very slightly due to property values rising in a higher proportion that rate increases.

4.10 Expenditure Level

Assessment of whether resources are being used efficiently to deliver services. Lower proportion of expenses relative to the number of assessments suggests an improved capacity to provide services.

This measure is greatly impacted by economies of scale in operation and the services that are required and expected of a regional city. As such Council's measure in 2019-20 of \$4,499 is higher than the state-wide average, \$3,402 and higher than its regional city counter parts \$3,766.

It does fluctuate over the ten year period as it is impacted by expected estimates of growth which have been factored in (see notes 2.3.3 and 2.3.4). Some modest growth has been estimated in FTE over this period to deliver on expanded service requirements (see the Statement of Human Resources section 3.6 above), although this is not to the same extent as growth in the rate base and hence the position does trend downwards over time.

4.11 Revenue Level

Assessment of whether resources are being used efficiently to deliver services. Lower proportion of revenue relative to the number of assessments suggests an improved capacity to provide services.

This measure is greatly impacted by economies of scale in operation and the services that are required and expected of a regional city. As such Council's measure in 2019-20 of \$2,015 is higher than the state-wide average, \$1,774 and also higher than its regional city counter parts \$1,904.

It does increase steadily over the ten year period as it is essentially indexed by the annual growth in the rate base by the rate cap. It also impacted slightly by anticipated growth levels in new developments as depicted in (notes 2.3.3 and 2.3.4 above).

5. Strategies and Plans

This section describes the strategies and plans that support the 10 year financial projections included to the Financial Plan.

5.1 General Strategies and Plans

The following table lists current Plans and Strategies that are in place and have influenced the numbers contained within the Long-term Capital Works and the Financial Plan. A detailed summary of the Objectives and Priorities for each of these plans is provided:

Age Friendly Communities Implementation Plan (2019-23)	Horsham South Drainage Strategy (2013)
Arts and Cultural Plan (2014-18)	Horsham South Structure Plan (2021)
Asset Management Improvement Strategy (2018)	Horsham Urban Transport Plan (2020)
Asset Management Plans (2018)	HRCC Tourism Master Plan (2016-20)
Audit and Risk Committee Charter (2020)	Innovate (Indigenous) Reconciliation Action Plan (2018-20)
Bicycle and Shared Path Plan (2012-16)	Internal Audit Program/Plan (2020-22)
Business Continuity Plan (2018)	Municipal Early Years Plan (2020)
CAD (Central Activity District) Revitalisation (2019)	Municipal Emergency Management Plan (2017-20)
City to River Master Plan (2019)	Municipal Fire Management Plan (2017-20)
Community Engagement Framework/Policy (2021)	Municipal Parking Strategy (2017)
Community Inclusion Plan (2019-22)	Municipal Tree Strategy (Draft)
Community Local Law (2011)	Occupational Health and Safety Plan (2020)
Council Property Strategy (2019)	Open Space Strategy (2019)
Customer Commitment Charter (2020)	Planning Scheme Review (2021)
Digital Community Strategy (2013)	Public Arts Implementation Plan (2017)
Early Years Plan (2019-23)	Revenue and Rating Plan (2021)
Economic Development Strategy (2017-21)	Road Management Plan (2017)
Environment Sustainability Strategy (2010)	Roadside Weeds and Pests Program (2013)
Health and Wellbeing Plan (2017-21)	Social Infrastructure Framework (2020)
Heritage Study (2014)	Sport and Recreation Strategy (Draft) (2013)
Horsham Aerodrome (Business Plan)	Strategic Risk Management Framework (2021)
Horsham Flood Emergency Plan (2018)	Wartook Valley Strategy (2017)
Horsham North Urban Design Framework (2013)	Wimmera Intermodal Freight Terminal Master Plan (2015)
Horsham Rail Corridor Master Plan (2016)	Wimmera River Improvement Plan (2013)
	Zero Carbon Plan (2021)

5.2 Borrowings Strategy

Councils approach to borrowings is informed by the Loan Borrowings Policy which sets the parameters for Council's borrowing limits and the purposes for which borrowings will be utilised. Current interest rates are at all-time lows so make borrowing a cheaper option than it has been in past years, although interest rates are expected to climb again in the short to medium term (see assumptions section 2.3.7).

The following table highlights Council's projected borrowings balance, including new loans and loan repayments for the 10 years of the Financial Plan.

Year	21-22	22-23	23-24	24-25	25-26	26-27	27-28	28-29	29-30	30-31
Loan Balance Calculations										
Current Debt at beginning of Year	6,752,508	6,012,500	6,197,186	7,637,710	11,100,396	15,158,543	10,202,674	11,237,090	12,399,230	12,583,851
Current Repayments	-740,008	-612,500	-612,500	-612,500	-396,479	-190,000	-90,000	-90,000	-90,000	-90,000
New Borrowings from LTCP List	0	797,186	2,132,743	4,368,178	5,184,437	787,386	2,451,409	2,824,273	2,129,183	646,314
Future Repayments		0	-79,719	-292,993	-729,811	-1,248,254	-1,326,993	-1,572,134	-1,854,561	-2,067,480
New Loan Term (Yrs)	10	10	10	10	10	10	10	10	10	10
Closing Balance	6,012,500	6,197,186	7,637,710	11,100,396	15,158,543	10,202,674	11,237,090	12,399,230	12,583,851	11,072,686
New Loan Int Rate	3.97%	3.97%	4.50%	4.50%	4.50%	3.60%	3.60%	3.60%	3.60%	3.60%
Int payments for the Year	-176,000	-238,696	-278,873	-343,697	-499,518	-545,708	-367,296	-404,535	-446,372	-453,019

New Borrowings from the Long-term Capital Plan are forecast as follows:

	21-22 Loans	22-23 Loans	23-24 Loans	24-25 Loans	25-26 Loans	26-27 Loans	27-28 Loans	28-29 Loans	29-30 Loans	30-31 Loans	Total Loans
▢ Bridges											
Various retrofitting works on Bridges						583,249	598,414	613,972	629,936	646,314	3,071,885
Bridges Total						583,249	598,414	613,972	629,936	646,314	3,071,885
▢ Buildings											
Wimmera Regional Sports Stadium							1,418,240	2,210,301			3,628,541
Buildings Total							1,418,240	2,210,301			3,628,541
▢ Other Infrastructure											
Various projects from Aerodrome Master Plan					454,775		239,365		251,974		946,114
Other Infrastructure Total					454,775		239,365		251,974		946,114
▢ Parks, open space and streetscapes											
Victrack Land development South of Mill Street		20,706	106,121	109,308	181,910						418,045
Parks, open space and streetscapes Total		20,706	106,121	109,308	181,910						418,045
▢ Recreational, leisure and community facilities											
City Oval/Sawyer Construction		776,480	1,326,510	546,542							2,649,532
Balance of Riverfront Activation Works- rowing clubroom building				409,906	426,352						836,258
CAD Activation Construction- Street renovation and Horsham Square			318,362	491,887	511,622						1,321,871
City Oval/ Sawyer Park (Construction Drawings)				125,923							125,923
Outdoor precinct, fields playing grounds around indoor stadium									1,247,273		1,247,273
Aquatic Centre- splash park and outdoor playground					198,964	204,137	195,390				598,491
Aquatic Centre - hydrotherapy pool, spa, steam and sauna rooms		381,750	382,579								764,329
Recreational, leisure and community facilities Total		776,480	2,026,622	1,956,837	1,136,938	204,137	195,390		1,247,273		7,543,677
Grand Total		797,186	2,132,743	2,066,145	1,773,623	787,386	2,451,409	2,824,273	2,129,183	646,314	15,608,262

Note - many of the borrowings factored in are reliant on co-funding from grant revenue. If grant revenue is not received the borrowings will be not drawn down.

5.3 Reserve Strategy

The table below discloses the balance and annual movement for each reserve over the 10-year period of the Financial Plan. Total amount of reserves, for each year, align with the Statement of Changes in Equity.

	21-22	22-23	23-24	24-25	25-26	26-27	27-28	28-29	29-30	30-31
Aerodrome										
Opening Balance	528,000	573,000	567,022	560,665	553,765	432,220	424,165	356,058	347,579	275,885
Transfer to reserve	45,000	45,788	46,703	47,754	48,996	50,270	51,577	52,918	54,293	55,705
Transfer from Reserve	0	51,765	53,060	54,654	170,541	58,325	119,683	61,397	125,987	64,631
Closing Balance	573,000	567,022	560,665	553,765	432,220	424,165	356,058	347,579	275,885	266,959
Purpose of this Discretionary Reserve:	To provide for the large resealing program at the aerodrome and for general development works on site.									
Aquatic Centre										
Opening Balance	240,000	94,953	90,438	86,990	84,429	83,417	83,691	85,351	87,273	90,765
Transfer to reserve	45,000	47,250	49,613	52,093	54,698	57,433	60,304	63,320	66,485	69,810
Transfer from Reserve	190,047	51,765	53,060	54,654	55,710	57,158	58,645	61,397	62,994	64,631
Closing Balance	94,953	90,438	86,990	84,429	83,417	83,691	85,351	87,273	90,765	95,943
Purpose of this Discretionary Reserve:	To set aside funds to meet future asset renewal requirements at the Centre in accordance with its Business Plan.									
Business Centre										
Opening Balance	135,000	136,000	137,018	138,056	139,118	140,207	141,325	142,472	143,648	144,855
Transfer to reserve	1,000	1,018	1,038	1,062	1,089	1,118	1,147	1,177	1,207	1,238
Transfer from Reserve	0	0	0	0	0	0	0	0	0	0
Closing Balance	136,000	137,018	138,056	139,118	140,207	141,325	142,472	143,648	144,855	146,094
Purpose of this Discretionary Reserve:	To offset any future Wimmera Business Centre operational deficits or applied to works that benefit the Centre's operations as approved by their Committee of Management.									
CBD										
Opening Balance	2,416,120	1,299,354	1,162,760	564,673	-436,649	-1,483,298	-1,332,337	-1,117,609	-713,107	-298,087
Transfer to reserve	148,325	350,000	357,000	365,033	374,523	384,261	394,252	404,502	415,019	425,810
Transfer from Reserve	1,265,091	486,594	955,087	1,366,354	1,421,173	233,300	179,524	0	0	0
Closing Balance	1,299,354	1,162,760	564,673	-436,649	-1,483,298	-1,332,337	-1,117,609	-713,107	-298,087	127,722
Purpose of this Discretionary Reserve:	To develop car parking in the CBD; to purchase new and replacement meters; and to generally develop the CBD area with major road works and improvements. The rationale for the reserve is that the shopping public who contribute through the parking meters see their contributions going to improve the CBD area where they have an interest, regardless of whether they are residents of Horsham.									
Commercial Firebrace St										
Opening Balance	619,000	612,568	532,484	455,428	381,105	308,681	240,207	175,937	116,136	61,079
Transfer to reserve	53,568	54,505	55,596	56,846	58,324	59,841	61,397	62,993	64,631	66,311
Transfer from Reserve	60,000	134,590	132,651	131,170	130,748	128,315	125,667	122,794	119,688	116,337
Closing Balance	612,568	532,484	455,428	381,105	308,681	240,207	175,937	116,136	61,079	11,054
Purpose of this Discretionary Reserve:	This reserve is to build up sufficient funds to make significant improvements to Council's commercial properties in Firebrace Street									

	21-22	22-23	23-24	24-25	25-26	26-27	27-28	28-29	29-30	30-31
Drainage Headworks										
Opening Balance	457,000	517,000	578,050	640,321	703,993	769,321	836,347	905,116	975,672	1,048,064
Transfer to reserve	60,000	61,050	62,271	63,672	65,328	67,026	68,769	70,557	72,391	74,273
Inputs % Increase	1.50%	1.75%	2.00%	2.25%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%
Operational Withdrawals										
Capital Withdrawals	0	0	0	0	0	0	0	0	0	0
Transfer from Reserve	0	0	0	0	0	0	0	0	0	0
Closing Balance	517,000	578,050	640,321	703,993	769,321	836,347	905,116	975,672	1,048,064	1,122,337
Purpose of this Discretionary Reserve:	Funded by developer contributions in consideration of the amount of drainage run off land that they cause as a result of development, this contributes to the existing and future stormwater drainage head-works of the municipality.									
HRLE										
Opening Balance	456,401	539,401	520,323	500,344	479,115	455,791	431,861	407,308	382,117	356,271
Transfer to reserve	83,000	84,453	86,142	88,080	90,370	92,719	95,130	97,604	100,141	102,745
Inputs % Increase	1.50%	1.75%	2.00%	2.25%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%
Operational Withdrawals										
Capital Withdrawals	0	103,531	106,121	109,308	113,694	116,650	119,683	122,794	125,987	129,263
Transfer from Reserve	0	103,531	106,121	109,308	113,694	116,650	119,683	122,794	125,987	129,263
Closing Balance	539,401	520,323	500,344	479,115	455,791	431,861	407,308	382,117	356,271	329,753
Purpose of this Discretionary Reserve:	To accumulate funds towards the redevelopment of the saleyards.									
HTH										
Opening Balance	0	0	1,469	2,449	79,166	134,676	214,959	297,330	283,607	370,316
Transfer to reserve		105,000	107,100	109,510	112,357	115,278	118,276	121,351	124,506	127,743
Inputs % Increase	1.50%	1.75%	2.00%	2.25%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%
Operational Withdrawals										
Capital Withdrawals	0	103,531	106,121	32,792	56,847	34,995	35,905	135,074	37,796	38,779
Transfer from Reserve	0	103,531	106,121	32,792	56,847	34,995	35,905	135,074	37,796	38,779
Closing Balance	0	1,469	2,449	79,166	134,676	214,959	297,330	283,607	370,316	459,280
Purpose of this Discretionary Reserve:	To accumulate funds for technical equipment replacement and major refurbishment of the Performing Arts Centre, Town Hall & Art Gallery.									
ICT										
Opening Balance	464,597	281,597	250,969	288,157	90,802	134,327	103,291	149,373	31,010	60,884
Transfer to reserve	102,000	103,785	105,861	108,243	111,057	113,944	116,907	119,946	123,065	126,265
Inputs % Increase	1.50%	1.75%	2.00%	2.25%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%
Operational Withdrawals	40,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Capital Withdrawals	245,000	129,413	63,672	300,598	62,532	139,980	65,826	233,310	88,191	71,095
Transfer from Reserve	285,000	134,413	68,672	305,598	67,532	144,980	70,826	238,310	93,191	76,095
Closing Balance	281,597	250,969	288,157	90,802	134,327	103,291	149,373	31,010	60,884	111,054
Purpose of this Discretionary Reserve:	To allow purchasing of computer related hardware items, related software, and IT Initiatives. Any under expenditure in the computer area annually is placed in this reserve and is held to be expended on forecast or unexpected expenditure in the IT area during any particular year.									

	21-22	22-23	23-24	24-25	25-26	26-27	27-28	28-29	29-30	30-31
Industrial Estates										
Opening Balance	4,042,500	3,979,960	4,776,708	6,644,752	7,118,464	7,529,864	8,923,449	9,658,671	10,342,328	10,865,862
Transfer to reserve	233,000	2,154,863	2,472,933	2,704,748	1,749,970	1,475,240	819,000	1,732,500	1,543,500	1,071,000
Transfer from Reserve	295,540	1,358,115	604,889	2,231,035	1,338,570	81,655	83,778	1,048,843	1,019,967	1,272,597
Closing Balance	3,979,960	4,776,708	6,644,752	7,118,464	7,529,864	8,923,449	9,658,671	10,342,328	10,865,862	10,664,265
Purpose of this Discretionary Reserve:	This reserve comprises cash, debtors and the value of both undeveloped and developed land. All costs in relation to purchase of undeveloped land and the development of land into industrial lots are paid from this reserve and the proceeds of the sale or lease of this land to developers is returned to the reserve, together with any government grants, which may be attracted for development of industrial estates.									
Infrastructure Gap										
Opening Balance	27,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000
Transfer to reserve		0	0	0	0	0	0	0	0	0
Transfer from Reserve	0	0	0	0	0	0	0	0	0	0
Closing Balance	27,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000
Purpose of this Discretionary Reserve:	Targeted rate rises for Infrastructure Renewal from previous years are placed in this reserve for the sole purpose of infrastructure renewal. The aim is to spend each years allocation within the year but if not the balance is carried forward in this reserve.									
Library Assets										
Opening Balance	-2,500	6,000	14,649	23,470	32,491	41,745	51,241	60,983	70,979	81,234
Transfer to reserve	8,500	8,649	8,822	9,020	9,255	9,495	9,742	9,996	10,255	10,522
Transfer from Reserve	0	0	0	0	0	0	0	0	0	0
Closing Balance	6,000	14,649	23,470	32,491	41,745	51,241	60,983	70,979	81,234	91,756
Purpose of this Discretionary Reserve:	This reserve is to provide for future asset replacements for major library assets.									
Loans Repayments										
Opening Balance	2,453,500	2,876,000	3,298,500	3,721,000	4,143,500	0	0	0	0	0
Transfer to reserve	422,500	422,500	422,500	422,500	161,500	0	0	0	0	0
Transfer from Reserve	0	0	0	0	4,305,000	0	0	0	0	0
Closing Balance	2,876,000	3,298,500	3,721,000	4,143,500	0	0	0	0	0	0
Purpose of this Discretionary Reserve:	This reserve is to accumulate principle repayments for councils interest only borrowings.									
Loans Internal Funded										
Opening Balance	-1,993,000	-2,103,000	-1,613,000	-1,423,000	-1,233,000	-1,043,000	-853,000	-663,000	-573,000	-483,000
Transfer to reserve	490,000	490,000	190,000	190,000	190,000	190,000	190,000	90,000	90,000	90,000
Transfer from Reserve	600,000	0	0	0	0	0	0	0	0	0
Closing Balance	-2,103,000	-1,613,000	-1,423,000	-1,233,000	-1,043,000	-853,000	-663,000	-573,000	-483,000	-393,000
Purpose of this Discretionary Reserve:	This reserve is to fund borrowings internally for capital projects from other reserve balances rather than taking out more costly external loans.									

	21-22	22-23	23-24	24-25	25-26	26-27	27-28	28-29	29-30	30-31
Major Capital Projects										
Opening Balance	594,000	759,000	652,545	823,790	615,216	27,434	7,618	1,343	195,374	394,450
Transfer to reserve	165,000	167,888	171,245	175,098	179,651	184,322	189,114	194,031	199,076	204,252
Transfer from Reserve	0	274,343	0	383,672	767,433	204,137	195,390	0	0	0
Closing Balance	759,000	652,545	823,790	615,216	27,434	7,618	1,343	195,374	394,450	598,701
Purpose of this Discretionary Reserve:	This reserve is to provide for future asset replacements for major strategic projects.									
Open Spaces										
Opening Balance	506,000	448,380	453,468	458,657	463,963	469,407	474,992	480,723	486,603	492,635
Transfer to reserve	5,000	5,088	5,189	5,306	5,444	5,586	5,731	5,880	6,033	6,189
Transfer from Reserve	62,620	0	0	0	0	0	0	0	0	0
Closing Balance	448,380	453,468	458,657	463,963	469,407	474,992	480,723	486,603	492,635	498,825
Purpose of this Restricted Reserve:	Is comprised mainly of developer contributions in lieu of land, when subdividing residential areas. There is a statutory requirement that any developers contributions to this fund be spent on capital works in relation to purchase of recreation land or development of recreation land.									
Plant										
Opening Balance	3,165,263	1,897,368	1,030,307	726,465	698,916	405,117	241,010	295,401	290,946	237,386
Transfer to reserve	1,285,497	1,330,489	1,377,057	1,425,254	1,475,137	1,526,767	1,580,204	1,635,511	1,692,754	1,752,000
Transfer from Reserve	2,553,392	2,197,550	1,680,898	1,452,803	1,768,936	1,690,874	1,525,813	1,639,966	1,746,314	1,722,529
Closing Balance	1,897,368	1,030,307	726,465	698,916	405,117	241,010	295,401	290,946	237,386	266,858
Purpose of this Discretionary Reserve:	To fund the purchase of replacement plant and equipment, the rationale is that often the purchases of plant equipment are unevenly spread across a number of years, and by maintaining this reserve, allows Council to ensure that there is always a sum of money available to purchase plant when required and that the uneven spread of expenditure has no effect on the annual budget.									
Quarry Rd Rehab										
Opening Balance	175,650	171,300	171,961	172,636	173,326	174,033	174,760	175,505	176,269	177,053
Transfer to reserve	650	661	675	690	708	726	745	764	784	805
Transfer from Reserve	5,000	0	0	0	0	0	0	0	0	0
Closing Balance	171,300	171,961	172,636	173,326	174,033	174,760	175,505	176,269	177,053	177,858
Purpose of this Discretionary Reserve:	To meet the costs of rehabilitation works of land and roads surrounding councils quarries.									
Road Construction										
Opening Balance	32,979	33,479	33,988	34,507	35,037	35,582	36,140	36,713	37,301	37,905
Transfer to reserve	500	509	519	531	544	559	573	588	603	619
Transfer from Reserve	0	0	0	0	0	0	0	0	0	0
Closing Balance	33,479	33,988	34,507	35,037	35,582	36,140	36,713	37,301	37,905	38,523
Purpose of this Discretionary Reserve:	Is maintained with contributions from developers of rural residential subdivisions, the intention of the reserve is that monies contributed by developers will be expended on roads adjoining the rural residential subdivision.									

	21-22	22-23	23-24	24-25	25-26	26-27	27-28	28-29	29-30	30-31
Sustainability										
Opening Balance	206,000	129,550	57,054	-2,767	-47,498	-74,960	-78,241	-51,732	11,316	119,023
Transfer to reserve	69,000	82,800	99,360	119,232	143,078	171,694	206,033	247,239	296,687	356,025
Transfer from Reserve	145,450	155,296	159,181	163,962	170,541	174,975	179,524	184,192	188,981	193,894
Closing Balance	129,550	57,054	-2,767	-47,498	-74,960	-78,241	-51,732	11,316	119,023	281,153
Purpose of this Discretionary Reserve:	Is to provide some initial funding for projects of a sustainability nature such as alternative energy projects, solar panels and LED Lighting, where there are expected to be pay backs and ongoing savings in operational costs.									
Unfunded Superannuation										
Opening Balance	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000
Transfer to reserve		0	0	0	0	0	0	0	0	0
Transfer from Reserve	0	0	0	0	0	0	0	0	0	0
Closing Balance	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000
Purpose of this Discretionary Reserve:	Is to provide some initial funding for projects of a sustainability nature such as alternative energy projects, solar panels and LED Lighting, where there are expected to be pay backs and ongoing savings in operational costs.									
Waste										
Opening Balance	815,955	106,524	-505,037	531,388	1,148,125	1,817,099	-568,908	614,409	1,078,683	2,475,536
Transfer to reserve	1,156,569	1,220,180	1,244,584	1,272,587	1,305,674	1,339,622	1,374,452	1,410,188	1,446,853	1,484,471
Transfer from Reserve	1,866,000	1,831,741	208,159	655,850	636,700	3,725,629	191,135	945,913	50,000	727,500
Closing Balance	106,524	-505,037	531,388	1,148,125	1,817,099	-568,908	614,409	1,078,683	2,475,536	3,232,507
Purpose of this Discretionary Reserve:	Is created utilised to provide a sum of money to rehabilitate landfills at the end of their useful life and to provide funds for other major capital expenditure in the waste management area.									
WIFT										
Opening Balance	709,600	787,000	865,755	946,084	1,028,221	1,112,494	1,198,957	1,287,669	1,378,687	1,472,072
Transfer to reserve	77,400	78,755	80,330	82,137	84,273	86,464	88,712	91,018	93,385	95,813
Transfer from Reserve	0	0	0	0	0	0	0	0	0	0
Closing Balance	787,000	865,755	946,084	1,028,221	1,112,494	1,198,957	1,287,669	1,378,687	1,472,072	1,567,885
Purpose of this Discretionary Reserve:	To meet programmed asset renewal commitments as approved by the Committee of Management for the WIFT									
Total All Reserves										
Opening Balance	16,941,880	13,852,675	13,637,670	16,528,765	16,962,441	12,119,108	11,480,624	13,889,346	15,825,115	18,592,442
Transfer to reserve	4,486,509	6,888,229	7,018,995	7,375,529	6,300,091	6,012,509	5,514,293	6,496,449	6,488,231	6,210,408
Transfer from Reserve	7,575,714	7,103,234	4,127,900	6,941,854	11,143,424	6,650,993	3,105,571	4,560,680	3,720,904	4,406,255
Closing Balance	13,852,675	13,637,670	16,528,765	16,962,441	12,119,108	11,480,624	13,889,346	15,825,115	18,592,442	20,396,595



S6 INSTRUMENT OF DELEGATION - MEMBERS OF STAFF

Note - Exported provisions are sorted by Delegation Source and Section.

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Delegation Sources

- Cemeteries and Crematoria Act 2003
- Domestic Animals Act 1994
- Food Act 1984
- Heritage Act 2017
- Local Government Act 1989
- Planning and Environment Act 1987
- Residential Tenancies Act 1997
- Road Management Act 2004
- Cemeteries and Crematoria Regulations 2015
- Planning and Environment Regulations 2015
- Planning and Environment (Fees) Regulations 2016
- Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2020
- Residential Tenancies Regulations 2021
- Road Management (General) Regulations 2016
- Road Management (Works and Infrastructure) Regulations 2015

Positions

Abbreviation	Position
Bus Prtnr Risk HR	Business Partner Risk & HR
CEO	Chief Executive Officer
Coord Assets	Co-ordinator Assets
Coord Civil Wrks	Co-ordinator Civil Works
Coord EHO	Co-ordinator Environmental Health
Coord PL Bldg	Co-ordinator Statutory Planning & Building
Coord Strat PL	Co-ordinator Strategic Planning
Dir Com Plc	Director Communities and Place

Abbreviation	Position
Dir Corp	Director Corporate Services
Dir Infra	Director Infrastructure
EHO	Environmental Health Officer
HR Lead	Human Resources Lead
Mgr Com Serv	Manager Community Services & Safety
Mgr Engr	Manager Engineering Services
Mgr Fin	Manager Finance
Mgr Inv Attrct	Manager Investment Attractions & Growth
Mgr Ops	Manager Operations
Mgr Strat Asst Mgt	Manager Strategic Asset Management
MBS	Municipal Building Surveyor
N/A	Not Applicable
N/D	Not Delegated
Snr Rates	Senior Rates Officer
Snr Stat Plnrr	Senior Statutory Town Planner
TL Urban Infra	Team Leader Urban Infrastructure

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490309	A	Cemeteries and Crematoria Act 2003	s 8(1)(a)(ii)	Power to manage one or more public cemeteries	HR Lead	Where Council is a Class B cemetery trust
490310	A	Cemeteries and Crematoria Act 2003	s 12(1)	Function to properly and efficiently manage and maintain each public cemetery for which responsible and carry out any other function conferred under this Act	HR Lead	Where Council is a Class B cemetery trust
490311	A	Cemeteries and Crematoria Act 2003	s 12(2)	Duty to have regard to the matters set out in paragraphs (a) - (c) in exercising its functions	Coord Civil Wrks, HR Lead, Snr Rates, TL Urban Infra	Where Council is a Class B cemetery trust
490312	A	Cemeteries and Crematoria Act 2003	s 12A(1)	Function to do the activities set out in paragraphs (a) - (n)	Coord Civil Wrks, HR Lead, Snr Rates, TL Urban Infra	Where Council is a Class A cemetery trust

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490313	A	Cemeteries and Crematoria Act 2003	s 12A(2)	Duty to have regard to matters set out in paragraphs (a) - (e) in exercising its functions	Coord Civil Wrks, HR Lead, Snr Rates, TL Urban Infra	Where Council is a Class A cemetery trust
490314	A	Cemeteries and Crematoria Act 2003	s 13	Duty to do anything necessary or convenient to enable it to carry out its functions	HR Lead	
490315	A	Cemeteries and Crematoria Act 2003	s 14	Power to manage multiple public cemeteries as if they are one cemetery.	HR Lead	
490317	A	Cemeteries and Crematoria Act 2003	s 15(4)	Duty to keep records of delegations	Dir Corp	
490318	A	Cemeteries and Crematoria Act 2003	s 17(1)	Power to employ any persons necessary	CEO	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490319	A	Cemeteries and Crematoria Act 2003	s 17(2)	Power to engage any professional, technical or other assistance considered necessary	HR Lead	
490320	A	Cemeteries and Crematoria Act 2003	s 17(3)	Power to determine the terms and conditions of employment or engagement	HR Lead	Subject to any guidelines or directions of the Secretary
490321	A	Cemeteries and Crematoria Act 2003	s 18(3)	Duty to comply with a direction from the Secretary	HR Lead	
490322	A	Cemeteries and Crematoria Act 2003	s 18B(1) & (2)	Duty to establish governance committees within 12 months of becoming a Class A cemetery trust and power to establish other governance committees from time to time	N/A	Where Council is a Class A cemetery trust

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490323	A	Cemeteries and Crematoria Act 2003	s 18C	Power to determine the membership of the governance committee	N/A	Where Council is a Class A cemetery trust
490324	A	Cemeteries and Crematoria Act 2003	s 18D	Power to determine procedure of governance committee	N/A	Where Council is a Class A cemetery trust
490325	A	Cemeteries and Crematoria Act 2003	s 18D(1)(a)	Duty to appoint community advisory committee for the purpose of liaising with communities	N/A	Where Council is a Class A cemetery trust
490326	A	Cemeteries and Crematoria Act 2003	s 18D(1)(b)	Power to appoint any additional community advisory committees	N/A	Where Council is a Class A cemetery trust
490327	A	Cemeteries and Crematoria Act 2003	s 18D(2)	Duty to establish a community advisory committee under section 18D(1)(a)	N/A	Where Council is a Class A cemetery trust

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
				within 12 months of becoming a Class A cemetery trust.		
490328	A	Cemeteries and Crematoria Act 2003	s 18D(3)	Duty to include a report on the activities of the community advisory committees in its report of operations under Part 7 of the Financial Management Act 1994	N/A	Where Council is a Class A cemetery trust
490329	A	Cemeteries and Crematoria Act 2003	s 18F(2)	Duty to give preference to a person who is not a funeral director of a stonemason (or a similar position) when appointing a person to a community advisory committee	N/A	Where Council is a Class A cemetery trust
490330	A	Cemeteries and Crematoria Act 2003	s 18H(1)	Duty to hold an annual meeting before 30 December in each calendar year	N/A	Where Council is a Class A cemetery trust

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490331	A	Cemeteries and Crematoria Act 2003	s 18I	Duty to publish a public notice of annual meeting in a newspaper, a reasonable time before the date of the annual meeting	N/A	Where Council is a Class A cemetery trust
490332	A	Cemeteries and Crematoria Act 2003	s.18J	Duty to provide leadership, assistance and advice in relation to operational and governance matters relating to cemeteries (including the matters set out in s 18J(2))	N/A	Where Council is a Class A cemetery trust
490333	A	Cemeteries and Crematoria Act 2003	s 18L(1)	Duty to employ a person as the chief executive officer (by whatever title called) of the Class A cemetery trust	N/A	Where Council is a Class A cemetery trust
490334	A	Cemeteries and Crematoria Act 2003	s 18N(1)	Duty to prepare an annual plan for each financial year that specifies the items set out in paragraphs (a)-(d)	N/A	Where Council is a Class A cemetery trust

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490335	A	Cemeteries and Crematoria Act 2003	s 18N(3)	Duty to give a copy of the proposed annual plan to the Secretary on or before 30 September each year for the Secretary's approval	N/A	Where Council is a Class A cemetery trust
490336	A	Cemeteries and Crematoria Act 2003	s 18N(5)	Duty to make amendments as required by the Secretary and deliver the completed plan to the Secretary within 3 months	N/A	Where Council is a Class A cemetery trust
490337	A	Cemeteries and Crematoria Act 2003	s 18N(7)	Duty to ensure that an approved annual plan is available to members of the public on request	N/A	Where Council is a Class A cemetery trust

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490338	A	Cemeteries and Crematoria Act 2003	s 18O(1)	Duty to prepare a strategic plan and submit the plan to the Secretary for approval	N/A	Where Council is a Class A cemetery trust
490339	A	Cemeteries and Crematoria Act 2003	s 18O(4)	Duty to advise the Secretary if the trust wishes to exercise its functions in a manner inconsistent with its approved strategic plan	N/A	Where Council is a Class A cemetery trust
490340	A	Cemeteries and Crematoria Act 2003	s 18O(5)	Duty to ensure that an approved strategic plan is available to members of the public on request	N/A	Where Council is a Class A cemetery trust
490341	A	Cemeteries and Crematoria Act 2003	s 18Q(1)	Duty to pay an annual levy on gross earnings as reported in the annual financial statements for the previous financial year.	N/A	Where Council is a Class A cemetery trust

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490342	A	Cemeteries and Crematoria Act 2003	s 19	Power to carry out or permit the carrying out of works	HR Lead	
490343	A	Cemeteries and Crematoria Act 2003	s 20(1)	Duty to set aside areas for the interment of human remains	HR Lead	
490344	A	Cemeteries and Crematoria Act 2003	s 20(2)	Power to set aside areas for the purposes of managing a public cemetery	HR Lead	
490345	A	Cemeteries and Crematoria Act 2003	s 20(3)	Power to set aside areas for those things in paragraphs (a) - (e)	HR Lead	
490346	A	Cemeteries and Crematoria Act 2003	s 24(2)	Power to apply to the Secretary for approval to alter the existing distribution of land	HR Lead	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490347	A	Cemeteries and Crematoria Act 2003	s 36	Power to grant licences to enter and use part of the land or building in a public cemetery in accordance with s 36	Dir Corp	Subject to the approval of the Minister
490348	A	Cemeteries and Crematoria Act 2003	s 37	Power to grant leases over land in a public cemetery in accordance with s 37	Dir Corp	Subject to the Minister approving the purpose
490349	A	Cemeteries and Crematoria Act 2003	s 40	Duty to notify Secretary of fees and charges fixed under s 39	HR Lead	
490350	A	Cemeteries and Crematoria Act 2003	s 47	Power to pay a contribution toward the cost of the construction and maintenance of any private street adjoining or abutting a cemetery	Dir Corp	Provided the street was constructed pursuant to the Local Government Act 1989

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490351	A	Cemeteries and Crematoria Act 2003	s 57(1)	Duty to submit a report to the Secretary every financial year in respect of powers and functions under the Act	Dir Corp	Report must contain the particulars listed in s 57(2)
490352	A	Cemeteries and Crematoria Act 2003	s 59	Duty to keep records for each public cemetery	HR Lead	
490353	A	Cemeteries and Crematoria Act 2003	s 60(1)	Duty to make information in records available to the public for historical or research purposes	HR Lead	
490354	A	Cemeteries and Crematoria Act 2003	s 60(2)	Power to charge fees for providing information	HR Lead	
490355	A	Cemeteries and Crematoria Act 2003	s 64(4)	Duty to comply with a direction from the Secretary under s 64(3)	HR Lead	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490356	A	Cemeteries and Crematoria Act 2003	s 64B(d)	Power to permit interments at a reopened cemetery	HR Lead	
490357	A	Cemeteries and Crematoria Act 2003	s 66(1)	Power to apply to the Minister for approval to convert the cemetery, or part of it, to a historic cemetery park	CEO	The application must include the requirements listed in s 66(2)(a)-(d)
490358	A	Cemeteries and Crematoria Act 2003	s 69	Duty to take reasonable steps to notify of conversion to historic cemetery park	HR Lead	
490359	A	Cemeteries and Crematoria Act 2003	s 70(1)	Duty to prepare plan of existing places of interment and make a record of any inscriptions on memorials which are to be removed	HR Lead	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490360	A	Cemeteries and Crematoria Act 2003	s 70(2)	Duty to make plans of existing place of interment available to the public	HR Lead	
490361	A	Cemeteries and Crematoria Act 2003	s 71(1)	Power to remove any memorials or other structures in an area to which an approval to convert applies	HR Lead	
490362	A	Cemeteries and Crematoria Act 2003	s 71(2)	Power to dispose of any memorial or other structure removed	HR Lead	
490363	A	Cemeteries and Crematoria Act 2003	s 72(2)	Duty to comply with request received under s 72	HR Lead	
490364	A	Cemeteries and Crematoria Act 2003	s 73(1)	Power to grant a right of interment	HR Lead	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490365	A	Cemeteries and Crematoria Act 2003	s 73(2)	Power to impose conditions on the right of interment	HR Lead	
490366	A	Cemeteries and Crematoria Act 2003	s 75	Power to grant the rights of interment set out in s 75(a) and (b)	HR Lead	
490367	A	Cemeteries and Crematoria Act 2003	s 76(3)	Duty to allocate a piece of interment if an unallocated right is granted	HR Lead	
490368	A	Cemeteries and Crematoria Act 2003	s 77(4)	Power to authorise and impose terms and conditions on the removal of cremated human remains or body parts from the place of interment on application	HR Lead	
490369	A	Cemeteries and Crematoria Act 2003	s 80(1)	Function of receiving notification and payment of transfer of right of interment	HR Lead	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490370	A	Cemeteries and Crematoria Act 2003	s 80(2)	Function of recording transfer of right of interment	HR Lead	
490371	A	Cemeteries and Crematoria Act 2003	s 82(2)	Duty to pay refund on the surrender of an unexercised right of interment	HR Lead	
490372	A	Cemeteries and Crematoria Act 2003	s 83(2)	Duty to pay refund on the surrender of an unexercised right of interment (sole holder)	HR Lead	
490373	A	Cemeteries and Crematoria Act 2003	s 83(3)	Power to remove any memorial and grant another right of interment for a surrendered right of interment	HR Lead	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490374	A	Cemeteries and Crematoria Act 2003	s 84(1)	Function of receiving notice of surrendering an entitlement to a right of interment	HR Lead	
490375	A	Cemeteries and Crematoria Act 2003	s.85(1)	Duty to notify holder of 25 year right of interment of expiration at least 12 months before expiry	HR Lead	The notice must be in writing and contain the requirements listed in s 85(2)
490870	A	Cemeteries and Crematoria Act 2003	s 85(2)(b)	Duty to notify holder of 25 year right of interment of expiration of right at least 12 months before expiry	HR Lead	Does not apply where right of interment relates to remains of a deceased veteran.
490871	A	Cemeteries and Crematoria Act 2003	85(2)(c)	Power to leave interred cremated remains undistributed in perpetuity and convert right of interment to perpetual right of interment or; remove interred remains and re-inter at another location within cemetery	HR Lead	May only be exercised where right of interment relates to cremated human remains of a deceased identified veteran, if right of interment is not extended or converted to a perpetual right of interment

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
				grounds and remove any memorial at that place and re-establish at new or equivalent location.		
490376	A	Cemeteries and Crematoria Act 2003	s 86	Power to remove and dispose of cremated human remains and remove any memorial if no action taken by right holder within time specified	HR Lead	
490861	A	Cemeteries and Crematoria Act 2003	s 86(2)	Power to leave interred cremated human remains undisturbed or convert the right of interment to a perpetual right of interment	HR Lead	
490862	A	Cemeteries and Crematoria Act 2003	s 86(3)(a)	Power to leave interred cremated human remains undisturbed in perpetuity and convert the right of interment to a perpetual right of interment	HR Lead	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490863	A	Cemeteries and Crematoria Act 2003	s 86(3)(b)	Power to remove interred cremated human remains and take further action in accordance with s 86(3)(b)	HR Lead	
490864	A	Cemeteries and Crematoria Act 2003	s.86(4)	power to take action under s.86(4) relating to removing and re-interring cremated human remains	HR Lead	
490865	A	Cemeteries and Crematoria Act 2003	s.86(5)	duty to provide notification before taking action under s.86(4)	HR Lead	
490866	A	Cemeteries and Crematoria Act 2003	s 86A	Duty to maintain place of interment and any memorial at place of interment, if action taken under s 86(3)	HR Lead	
490377	A	Cemeteries and Crematoria Act 2003	s 87(3)	Duty, if requested, to extend the right for a further 25 years or convert the right to a perpetual right of interment	HR Lead	
490378	A	Cemeteries and Crematoria Act 2003	s 88	Function to receive applications to carry out a lift and re-position procedure at a place of interment	HR Lead	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490379	A	Cemeteries and Crematoria Act 2003	s 91(1)	Power to cancel a right of interment in accordance with s 91	HR Lead	
490380	A	Cemeteries and Crematoria Act 2003	s 91(3)	Duty to publish notice of intention to cancel right of interment	HR Lead	
490381	A	Cemeteries and Crematoria Act 2003	s 92	Power to pay refund or grant a right of interment in respect of another place of interment to the previous holder of the cancelled right of interment	HR Lead	
490382	A	Cemeteries and Crematoria Act 2003	s 98(1)	Function of receiving application to establish or alter a memorial or a place of interment	HR Lead	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490383	A	Cemeteries and Crematoria Act 2003	s 99	Power to approve or refuse an application made under s 98, or to cancel an approval	HR Lead	
490384	A	Cemeteries and Crematoria Act 2003	s 99(4)	Duty to make a decision on an application under s 98 within 45 days after receipt of the application or within 45 days of receiving further information where requested	HR Lead	
490385	A	Cemeteries and Crematoria Act 2003	s 100(1)	Power to require a person to remove memorials or places of interment	HR Lead	
490386	A	Cemeteries and Crematoria Act 2003	s 100(2)	Power to remove and dispose a memorial or place of interment or remedy a person's failure to comply with s 100(1)	HR Lead	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490387	A	Cemeteries and Crematoria Act 2003	s 100(3)	Power to recover costs of taking action under s 100(2)	HR Lead	
490388	A	Cemeteries and Crematoria Act 2003	s 101	Function of receiving applications to establish or alter a building for ceremonies in the cemetery	HR Lead	
490389	A	Cemeteries and Crematoria Act 2003	s 102(1)	Power to approve or refuse an application under section 101, if satisfied of the matters in (b) and (c)	HR Lead	
490390	A	Cemeteries and Crematoria Act 2003	s 102(2) & (3)	Power to set terms and conditions in respect of, or to cancel, an approval granted under s 102(1)	HR Lead	
490391	A	Cemeteries and Crematoria Act 2003	s 103(1)	Power to require a person to remove a building for ceremonies	Dir Corp	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490392	A	Cemeteries and Crematoria Act 2003	s 103(2)	Power to remove and dispose of a building for ceremonies or remedy the failure to comply with s 103(1)	Dir Corp	
490393	A	Cemeteries and Crematoria Act 2003	s 103(3)	Power to recover costs of taking action under s 103(2)	HR Lead	
490394	A	Cemeteries and Crematoria Act 2003	s 106(1)	Power to require the holder of the right of interment of the requirement to make the memorial or place of interment safe and proper or carry out specified repairs	HR Lead	
490395	A	Cemeteries and Crematoria Act 2003	s 106(2)	Power to require the holder of the right of interment to provide for an examination	HR Lead	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490396	A	Cemeteries and Crematoria Act 2003	s 106(3)	Power to open and examine the place of interment if s 106(2) not complied with	HR Lead	
490397	A	Cemeteries and Crematoria Act 2003	s 106(4)	Power to repair or - with the approval of the Secretary - take down, remove and dispose any memorial or place of interment if notice under s 106(1) is not complied with	HR Lead	
490398	A	Cemeteries and Crematoria Act 2003	s 107(1)	Power to require person responsible to make the building for ceremonies safe and proper or carry out specified repairs	HR Lead	
490399	A	Cemeteries and Crematoria Act 2003	s 107(2)	Power to repair or take down, remove and dispose any building for ceremonies if notice under s 107(1) is not complied with	HR Lead	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490400	A	Cemeteries and Crematoria Act 2003	s 108	Power to recover costs and expenses	HR Lead	
490401	A	Cemeteries and Crematoria Act 2003	s 109(1)(a)	Power to open, examine and repair a place of interment	HR Lead	Where the holder of right of interment or responsible person cannot be found
490402	A	Cemeteries and Crematoria Act 2003	s 109(1)(b)	Power to repair a memorial or, with the Secretary's consent, take down, remove and dispose of a memorial	HR Lead	Where the holder of right of interment or responsible person cannot be found
490403	A	Cemeteries and Crematoria Act 2003	s 109(2)	Power to repair the building for ceremonies or, with the consent of the Secretary, take down, remove and dispose of a building for ceremonies	HR Lead	Where the holder of right of interment or responsible person cannot be found

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490404	A	Cemeteries and Crematoria Act 2003	s 110(1)	Power to maintain, repair or restore a memorial or place of interment from other funds if unable to find right of interment holder. with consent of the Secretary	HR Lead	
490405	A	Cemeteries and Crematoria Act 2003	s 110(2)	Power to maintain, repair or restore any building for ceremonies from other funds if unable to find responsible person and with consent of the Secretary	HR Lead	
490867	A	Cemeteries and Crematoria Act 2003	s 110A	Power to use cemetery trust funds or other funds for the purposes of establishing, maintaining, repairing or restoring any memorial or place of interment of any deceased identified veteran	HR Lead	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490406	A	Cemeteries and Crematoria Act 2003	s 111	Power to enter into agreement with a holder of the right of interment to maintain a memorial or place of interment	HR Lead	
490407	A	Cemeteries and Crematoria Act 2003	s 112	Power to sell and supply memorials	HR Lead	
490408	A	Cemeteries and Crematoria Act 2003	s 116(4)	Duty to notify the Secretary of an interment authorisation granted	HR Lead	
490409	A	Cemeteries and Crematoria Act 2003	s 116(5)	Power to require an applicant to produce evidence of the right of interment holder's consent to application	HR Lead	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490410	A	Cemeteries and Crematoria Act 2003	s 118	Power to grant an interment authorisation if satisfied that the requirements of Division 2 of Part 8 have been met	HR Lead	
490411	A	Cemeteries and Crematoria Act 2003	s 119	Power to set terms and conditions for interment authorisations	HR Lead	
490412	A	Cemeteries and Crematoria Act 2003	s 131	Function of receiving an application for cremation authorisation	N/A	
490413	A	Cemeteries and Crematoria Act 2003	s 133(1)	Duty not to grant a cremation authorisation unless satisfied that requirements of s 133 have been complied with	N/A	Subject to s 133(2)

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490414	A	Cemeteries and Crematoria Act 2003	s 145	Duty to comply with an order made by the Magistrates' Court or a coroner	HR Lead	
490415	A	Cemeteries and Crematoria Act 2003	s 146	Power to dispose of bodily remains by a method other than interment or cremation	HR Lead	Subject to the approval of the Secretary
490416	A	Cemeteries and Crematoria Act 2003	s 147	Power to apply to the Secretary for approval to dispose of bodily remains by a method other than interment or cremation	HR Lead	
490417	A	Cemeteries and Crematoria Act 2003	s 149	Duty to cease using method of disposal if approval revoked by the Secretary	HR Lead	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490418	A	Cemeteries and Crematoria Act 2003	s 150 & 152(1)	Power to authorise the interment or cremation of body parts if the requirements of Division 1 of Part 11 are met	HR Lead	
490419	A	Cemeteries and Crematoria Act 2003	s 151	Function of receiving applications to inter or cremate body parts	HR Lead	
490420	A	Cemeteries and Crematoria Act 2003	s 152(2)	Power to impose terms and conditions on authorisation granted under s 150	HR Lead	
490421	A	Cemeteries and Crematoria Act 2003	sch 1 cl 8(3)	Power to permit members to participate in a particular meeting by telephone, closed-circuit television or any other means of communication	HR Lead	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490422	A	Cemeteries and Crematoria Act 2003	sch 1 cl 8(8)	Power to regulate own proceedings	HR Lead	Subject to cl 8
490423	A	Cemeteries and Crematoria Act 2003	sch 1A cl 8(3)	Power to permit members to participate in a particular meeting by telephone, closed-circuit television or any other means of communication	N/A	Where Council is a Class A cemetery trust
490424	A	Cemeteries and Crematoria Act 2003	sch 1A cl 8(8)	Power to regulate own proceedings	N/A	Where Council is a Class A cemetery trust Subject to cl 8
490425	A	Domestic Animals Act 1994	s 41A(1)	Power to declare a dog to be a menacing dog	CEO, Dir Com Plc, Mgr Com Serv	Council may delegate this power to a Council authorised officer
490431	A	Food Act 1984	s 19(2)(a)	Power to direct by written order that the food premises be put into a clean and sanitary condition	Coord EHO, EHO	If s 19(1) applies

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490432	A	Food Act 1984	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	Coord EHO, EHO	If s 19(1) applies
490930	A	Food Act 1984	s 19(3)	Power to direct by written order that the food premises not be kept or used for the sale, or handling for sale, of any food, or for the preparation of any food, or for any other specified purpose, or for the use of any specified equipment or a specified process	Coord EHO	If s 19(1) applies Only in relation to temporary food premises or mobile food premises
490433	A	Food Act 1984	s 19(4)(a)	Power to direct that an order made under s 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	Coord EHO	If s 19(1) applies

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490434	A	Food Act 1984	s 19(6)(a)	Duty to revoke any order under section 19 if satisfied that an order has been complied with	Coord EHO, EHO	If s 19(1) applies
490435	A	Food Act 1984	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	Coord EHO, EHO	If s 19(1) applies
490436	A	Food Act 1984	s 19AA(2)	Power to direct, by written order, that a person must take any of the actions described in (a)-(c).	Coord EHO, EHO	Where Council is the registration authority
490437	A	Food Act 1984	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	Coord EHO, EHO	Note: the power to direct the matters under s 19AA(4)(a) and (b) not capable of delegation and so such

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
				any food or class of food is not removed from the premises		directions must be made by a Council resolution
490438	A	Food Act 1984	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	Coord EHO, EHO	Where Council is the registration authority
490439	A	Food Act 1984	s 19CB(4)(b)	Power to request copy of records	Coord EHO, EHO	Where Council is the registration authority
490440	A	Food Act 1984	s 19E(1)(d)	Power to request a copy of the food safety program	Coord EHO, EHO	Where Council is the registration authority
490441	A	Food Act 1984	s 19GB	Power to request proprietor to provide written details of the name, qualification or experience of the current food safety supervisor	Coord EHO, EHO	Where Council is the registration authority

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490442	A	Food Act 1984	s 19M(4)(a) & (5)	Power to conduct a food safety audit and take actions where deficiencies are identified	Coord EHO, EHO	Where Council is the registration authority
490443	A	Food Act 1984	s 19NA(1)	Power to request food safety audit reports	Coord EHO, EHO	Where Council is the registration authority
490444	A	Food Act 1984	s 19U(3)	Power to waive and vary the costs of a food safety audit if there are special circumstances	Coord EHO, EHO	
490445	A	Food Act 1984	s 19UA	Power to charge fees for conducting a food safety assessment or inspection	Coord EHO, EHO	Except for an assessment required by a declaration under s 19C or an inspection under ss 38B(1)(c) or 39.

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490446	A	Food Act 1984	s 19W	Power to direct a proprietor of a food premises to comply with any requirement under Part IIIB	Coord EHO, EHO	Where Council is the registration authority
490447	A	Food Act 1984	s 19W(3)(a)	Power to direct a proprietor of a food premises to have staff at the premises undertake training or instruction	Coord EHO, EHO	Where Council is the registration authority
490448	A	Food Act 1984	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	Coord EHO, EHO	Where Council is the registration authority
490449	A	Food Act 1984		Power to register, renew or transfer registration	Coord EHO, EHO	Where Council is the registration authority

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
						refusal to grant/renew/transfer registration must be ratified by Council or the CEO (see s 58A(2))
490998	A	Food Act 1984	s 36A	Power to accept an application for registration or notification using online portal	Coord EHO, EHO	Where Council is the registration authority
490999	A	Food Act 1984	s 36B	Duty to pay the charge for use of online portal	Coord EHO, EHO	Where Council is the registration authority
490450	A	Food Act 1984	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	Coord EHO, EHO	Where Council is the registration authority
490451	A	Food Act 1984	s 38AB(4)	Power to fix a fee for the receipt of a notification under s 38AA in accordance	Coord EHO, EHO	Where Council is the registration authority

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
				with a declaration under s 38AB(1)		
490452	A	Food Act 1984	s 38A(4)	Power to request a copy of a completed food safety program template	Coord EHO, EHO	Where Council is the registration authority
490453	A	Food Act 1984	s 38B(1)(a)	Duty to assess the application and determine which class of food premises under s 19C the food premises belongs	Coord EHO, EHO	Where Council is the registration authority
490454	A	Food Act 1984	s 38B(1)(b)	Duty to ensure proprietor has complied with requirements of s 38A	Coord EHO, EHO	Where Council is the registration authority
490455	A	Food Act 1984	s 38B(2)	Duty to be satisfied of the matters in s 38B(2)(a)-(b)	Coord EHO, EHO	Where Council is the registration authority

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490456	A	Food Act 1984	s 38D(1)	Duty to ensure compliance with the applicable provisions of s 38C and inspect the premises if required by s 39	Coord EHO, EHO	Where Council is the registration authority
490457	A	Food Act 1984	s 38D(2)	Duty to be satisfied of the matters in s 38D(2)(a)-(d)	Coord EHO, EHO	Where Council is the registration authority
490458	A	Food Act 1984	s 38D(3)	Power to request copies of any audit reports	Coord EHO, EHO	Where Council is the registration authority
490459	A	Food Act 1984	s 38E(2)	Power to register the food premises on a conditional basis	Coord EHO, EHO	Where Council is the registration authority

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
						not exceeding the prescribed time limit defined under s 38E(5)
490460	A	Food Act 1984	s 38E(4)	Duty to register the food premises when conditions are satisfied	Coord EHO, EHO	Where Council is the registration authority
490461	A	Food Act 1984	s 38F(3)(b)	Power to require proprietor to comply with requirements of this Act	Coord EHO, EHO	Where Council is the registration authority
491000	A	Food Act 1984	s 38G(1)	Power to require notification of change of the food safety program type used for the food premises	Coord EHO, EHO	Where Council is the registration authority
491001	A	Food Act 1984	s 38G(2)	Power to require the proprietor of the food premises to comply with any requirement of the Act	Coord EHO, EHO	Where Council is the registration authority
490462	A	Food Act 1984	s 39A	Power to register, renew or transfer food premises despite minor defects	Coord EHO, EHO	Where Council is the registration authority

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
						Only if satisfied of matters in s 39A(2)(a)-(c)
490463	A	Food Act 1984	s 40(2)	Power to incorporate the certificate of registration in one document with any certificate of registration under Part 6 of the Public Health and Wellbeing Act 2008	Coord EHO, EHO	
490464	A	Food Act 1984	s 40C(2)	Power to grant or renew the registration of food premises for a period of less than 1 year	Coord EHO, EHO	Where Council is the registration authority
490465	A	Food Act 1984	s 40D(1)	Power to suspend or revoke the registration of food premises	Coord EHO, EHO	Where Council is the registration authority
491002	A	Food Act 1984	s 40F	Power to cancel registration of food premises	Coord EHO, EHO	Where Council is the registration authority

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490466	A	Food Act 1984	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	Coord EHO, EHO	Where Council is the registration authority
490467	A	Food Act 1984	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	Coord EHO, EHO	Where Council is the registration authority
490468	A	Food Act 1984	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	Coord EHO, EHO	Where Council is the registration authority

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
				prosecution, without proceedings first being instituted against the person first charged		
490469	A	Heritage Act 2017	s 116	Power to sub-delegate Executive Director's functions, duties or powers	Coord PL Bldg, Snr Stat Plnr	Must first obtain Executive Director's written consent Council can only sub-delegate if the Instrument of Delegation from the Executive Director authorises sub-delegation
490985	A	Local Government Act 1989	s 185L(4)	Power to declare and levy a cladding rectification charge	Dir Com Plc	
490470	A	Planning and Environment Act 1987	s 4B	Power to prepare an amendment to the Victorian Planning Provisions	Dir Com Plc	If authorised by the Minister
490471	A	Planning and Environment Act 1987	s 4G	Function of receiving prescribed documents and a copy of the Victorian Planning Provisions from the Minister	Dir Com Plc, Mgr Inv Attrct	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490472	A	Planning and Environment Act 1987	s 4H	Duty to make amendment to Victoria Planning Provisions available in accordance with public availability requirements	Coord PL Bldg, Snr Stat Plnrr	
490473	A	Planning and Environment Act 1987	s 4I	Duty to keep Victorian Planning Provisions and other documents available in accordance with public availability requirements	Coord PL Bldg, Snr Stat Plnrr	
490474	A	Planning and Environment Act 1987	s 8A(2)	Power to prepare amendment to the planning scheme where the Minister has given consent under s 8A	Dir Com Plc	
490475	A	Planning and Environment Act 1987	s 8A(3)	Power to apply to Minister to prepare an amendment to the planning scheme	Dir Com Plc	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490476	A	Planning and Environment Act 1987	s 8A(5)	Function of receiving notice of the Minister's decision	Dir Com Plc	
490477	A	Planning and Environment Act 1987	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	Dir Com Plc	
490478	A	Planning and Environment Act 1987	s 8B(2)	Power to apply to the Minister for authorisation to prepare an amendment to the planning scheme of an adjoining municipal district	Dir Com Plc	
490479	A	Planning and Environment Act 1987	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	Dir Com Plc, Mgr Inv Attrct	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490480	A	Planning and Environment Act 1987	s 12A(1)	Duty to prepare a municipal strategic statement (including power to prepare a municipal strategic statement under s19 of the Planning and Environment (Planning Schemes) Act 1996)	Dir Com Plc	
490481	A	Planning and Environment Act 1987	s 12B(1)	Duty to review planning scheme	Dir Com Plc	
490482	A	Planning and Environment Act 1987	s 12B(2)	Duty to review planning scheme at direction of Minister	Dir Com Plc	
490483	A	Planning and Environment Act 1987	s.12B(5)	duty to report findings of review of planning scheme to Minister without delay	Dir Com Plc	
490484	A	Planning and Environment Act 1987	s 14	duties of a Responsible Authority as set out in s 14(a) to (d)	Dir Com Plc	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490485	A	Planning and Environment Act 1987	s 17(1)	Duty of giving copy amendment to the planning scheme	Dir Com Plc	
490486	A	Planning and Environment Act 1987	s 17(2)	Duty of giving copy s 173 agreement	Dir Com Plc, Mgr Inv Attrct	
490487	A	Planning and Environment Act 1987	s 17(3)	Duty of giving copy amendment, explanatory report and relevant documents to the Minister within 10 business days	Dir Com Plc	
490488	A	Planning and Environment Act 1987	s 18	Duty to make amendment etc. available in accordance with public availability requirements	Coord PL Bldg, Snr Stat Plnr	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490489	A	Planning and Environment Act 1987	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 s 19 to a planning scheme	Coord PL Bldg, Dir Com Plc, Mgr Inv Attrct	
490490	A	Planning and Environment Act 1987	s 19	Function of receiving notice of preparation of an amendment to a planning scheme	Coord PL Bldg, Dir Com Plc, Mgr Inv Attrct	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.
490491	A	Planning and Environment Act 1987	s 20(1)	Power to apply to Minister for exemption from the requirements of s 19	N/D	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490492	A	Planning and Environment Act 1987	s 21(2)	Duty to make submissions available in accordance with public availability requirements	Coord PL Bldg, Snr Stat Plnrr	
490493	A	Planning and Environment Act 1987	s 21A(4)	Duty to publish notice	Coord PL Bldg, Dir Com Plc, Mgr Inv Attrct	
490494	A	Planning and Environment Act 1987	s 22	Duty to consider all submissions	Dir Com Plc, Mgr Inv Attrct	Except submissions which request a change to the items in s 22(5)(a) and (b)
490495	A	Planning and Environment Act 1987	s 23(1)(b)	Duty to refer submissions which request a change to the amendment to a panel	Coord PL Bldg, Dir Com Plc, Mgr Inv Attrct	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490496	A	Planning and Environment Act 1987	s 23(2)	Power to refer to a panel submissions which do not require a change to the amendment	Dir Com Plc	
490497	A	Planning and Environment Act 1987	s 24	Function to represent Council and present a submission at a panel hearing (including a hearing referred to in s 96D)	Coord PL Bldg, Dir Com Plc, Mgr Inv Attrct, Snr Stat Plnrr	
490498	A	Planning and Environment Act 1987	s 26(1)	Power to make report available for inspection in accordance with the requirements set out in s 197B of the Act	Coord PL Bldg, Snr Stat Plnrr	
490499	A	Planning and Environment Act 1987	s 26(2)	Duty to keep report of panel available in accordance with public availability requirements	Coord PL Bldg, Snr Stat Plnrr	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490500	A	Planning and Environment Act 1987	s 27(2)	Power to apply for exemption if panel's report not received	Dir Com Plc	
490501	A	Planning and Environment Act 1987	s 28(1)	Duty to notify the Minister if abandoning an amendment	Dir Com Plc	Note: the power to make a decision to abandon an amendment cannot be delegated
546506	A	Planning and Environment Act 1987	s 28(2)	Duty to publish notice of the decision on Internet site	Dir Com Plc	
546507	A	Planning and Environment Act 1987	s 28(4)	Duty to make notice of the decision available on Council's Internet site for a period of at least 2 months	Dir Com Plc	
490502	A	Planning and Environment Act 1987	s 30(4)(a)	Duty to say if amendment has lapsed	Dir Com Plc	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490503	A	Planning and Environment Act 1987	s 30(4)(b)	Duty to provide information in writing upon request	Dir Com Plc	
490504	A	Planning and Environment Act 1987	s 32(2)	Duty to give more notice if required	Dir Com Plc	
490505	A	Planning and Environment Act 1987	s 33(1)	Duty to give more notice of changes to an amendment	Dir Com Plc	
490506	A	Planning and Environment Act 1987	s 36(2)	Duty to give notice of approval of amendment	Dir Com Plc	
490507	A	Planning and Environment Act 1987	s 38(5)	Duty to give notice of revocation of an amendment	Dir Com Plc	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490508	A	Planning and Environment Act 1987	s 39	Function of being a party to a proceeding commenced under s 39 and duty to comply with determination by VCAT	Dir Com Plc	
490509	A	Planning and Environment Act 1987	s 40(1)	Function of lodging copy of approved amendment	Dir Com Plc	
490510	A	Planning and Environment Act 1987	s 41(1)	Duty to make a copy of an approved amendment available in accordance with the public availability requirements during inspection period	Coord PL Bldg, Snr Stat Plnrr	
546508	A	Planning and Environment Act 1987	s 41(2)	Duty to make a copy of an approved amendment and any documents lodged with it available in person in accordance with the requirements set out in s 197B of the Act after the inspection period ends	Coord PL Bldg, Snr Stat Plnrr	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490511	A	Planning and Environment Act 1987	s 42(2)	Duty to make copy of planning scheme available in accordance with the public availability requirements	Coord PL Bldg, Snr Stat Plnrr	
490931	A	Planning and Environment Act 1987	s 46AAA	Duty to prepare an amendment to a planning scheme that relates to Yarra River land that is not inconsistent with anything in a Yarra Strategic Plan which is expressed to be binding on the responsible public entity	N/A	Where Council is a responsible public entity and is a planning authority Note: this provision is not yet in force, and will commence on the day on which the initial Yarra Strategic Plan comes into operation. It will affect a limited number of councils
490933	A	Planning and Environment Act 1987	s 46AW	Function of being consulted by the Minister	Coord Strat PL, Dir Com Plc, Mgr Inv Attrct	Where Council is a responsible public entity

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490934	A	Planning and Environment Act 1987	s 46AX	Function of receiving a draft Statement of Planning Policy and written direction in relation to the endorsement of the draft Statement of Planning Policy Power to endorse the draft Statement of Planning Policy	Dir Com Plc	Where Council is a responsible public entity
490872	A	Planning and Environment Act 1987	s 46AZC(2)	Duty not to prepare an amendment to a declared area planning scheme that is inconsistent with a Statement of Planning Policy for the declared area that is expressed to be binding on the responsible public entity	Coord Strat PL, Dir Com Plc, Mgr Inv Attrct	Where Council is a responsible public entity
490873	A	Planning and Environment Act 1987	s 46AZK	Duty not to act inconsistently with any provision of the Statement of Planning Policy that is expressed to be binding on the public entity when performing a function or duty or exercising a power in relation to the declared area	Coord PL Bldg, Dir Com Plc, Snr Stat Plnrr	Where Council is a responsible public entity

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490874	A	Planning and Environment Act 1987	s 46GI(2)(b)(i)	Power to agree to a lower rate of standard levy for a class of development of a particular type of land than the rate specified in a Minister's direction	Coord Strat PL, Dir Com Plc	Where Council is the planning authority, the municipal Council of the municipal district in which the land is located and/or the development agency
490935	A	Planning and Environment Act 1987	s 46GJ(1)	Function of receiving written directions from the Minister in relation to the preparation and content of infrastructure contributions plans	Coord Strat PL, Dir Com Plc	
490936	A	Planning and Environment Act 1987	s 46GK	Duty to comply with a Minister's direction that applies to Council as the planning authority	Coord Strat PL, Dir Com Plc	
490937	A	Planning and Environment Act 1987	s 46GN(1)	Duty to arrange for estimates of values of inner public purpose land	Coord Strat PL, Dir Com Plc	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490938	A	Planning and Environment Act 1987	s 46GO(1)	Duty to give notice to owners of certain inner public purpose land	Coord Strat PL, Dir Com Plc	
490939	A	Planning and Environment Act 1987	s 46GP	Function of receiving a notice under s 46GO	Coord Strat PL, Dir Com Plc	Where Council is the collecting agency
490940	A	Planning and Environment Act 1987	s 46GQ	Function of receiving a submission from an affected owner who objects to the estimated value per hectare (or other appropriate unit of measurement) of the inner public purpose land	Coord Strat PL, Dir Com Plc, Mgr Inv Attrct	
490941	A	Planning and Environment Act 1987	s 46GR(1)	Duty to consider every submission that is made by the closing date for submissions included in the notice under s 46GO	Coord Strat PL, Dir Com Plc, Mgr Inv Attrct	
490942	A	Planning and Environment Act 1987	s 46GR(2)	Power to consider a late submission	Coord Strat PL, Dir Com Plc, Mgr Inv Attrct	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
				Duty to consider a late submission if directed to do so by the Minister		
490943	A	Planning and Environment Act 1987	s 46GS(1)	Power to accept or reject the estimate of the value of the inner public purpose land in a submission made under s 46GQ	Coord Strat PL, Dir Com Plc, Mgr Inv Attrct	
490944	A	Planning and Environment Act 1987	s 46GS(2)	Duty, if Council rejects the estimate of the value of the inner public purpose land in the submission, to refer the matter to the valuer-general, and notify the affected owner of the rejection and that the matter has been referred to the valuer-general	Coord Strat PL, Dir Com Plc, Mgr Inv Attrct	
490945	A	Planning and Environment Act 1987	s 46GT(2)	Duty to pay half of the fee fixed by the valuer-general for arranging and attending the conference	Coord Strat PL, Dir Com Plc, Mgr Inv Attrct	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490946	A	Planning and Environment Act 1987	s 46GT(4)	Function of receiving, from the valuer-general, written confirmation of the agreement between the planning authority's valuer and the affected owner's valuer as to the estimated value of the inner public purpose land	Coord Strat PL, Dir Com Plc, Mgr Inv Attrct	
490947	A	Planning and Environment Act 1987	s 46GT(6)	Function of receiving, from the valuer-general, written notice of a determination under s 46GT(5)	Coord Strat PL, Dir Com Plc, Mgr Inv Attrct	
490948	A	Planning and Environment Act 1987	s 46GU	Duty not to adopt an amendment under s.29 to an infrastructure contributions plan that specifies a land credit amount or a land equalisation amount that relates to a parcel of land in the ICP plan area of the plan unless the criteria in s 46GU(1)(a) and (b) are met	Coord Strat PL, Dir Com Plc, Mgr Inv Attrct	
490949	A	Planning and Environment Act 1987	s 46GV(3)	Function of receiving the monetary component and any land equalisation amount of the infrastructure contribution	Coord PL Bldg, Snr Stat Plnrr	Where Council is the collecting agency

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
				Power to specify the manner in which the payment is to be made		
490950	A	Planning and Environment Act 1987	s 46GV(3)(b)	Power to enter into an agreement with the applicant	Dir Com Plc, Mgr Inv Attrct	Where Council is the collecting agency
490951	A	Planning and Environment Act 1987	s 46GV(4)(a)	Function of receiving the inner public purpose land in accordance with s 46GV(5) and (6)	Coord PL Bldg, Dir Com Plc, Mgr Inv Attrct, Snr Stat Plnrr	Where Council is the development agency
490952	A	Planning and Environment Act 1987	s 46GV(4)(b)	Function of receiving the inner public purpose land in accordance with s 46GV(5) and (6)	Coord PL Bldg, Dir Com Plc, Snr Stat Plnrr	Where Council is the collecting agency

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490953	A	Planning and Environment Act 1987	s 46GV(7)	Duty to impose the requirements set out in s 46GV(3) and (4) as conditions on the permit applied for by the applicant to develop the land in the ICP plan area	Coord PL Bldg, Snr Stat Plnrr	
490954	A	Planning and Environment Act 1987	s 46GV(9)	Power to require the payment of a monetary component or the provision of the land component of an infrastructure contribution to be secured to Council's satisfaction	Coord PL Bldg, Snr Stat Plnrr	Where Council is the collecting agency
490875	A	Planning and Environment Act 1987	s 46GX(1)	Power to accept works, services or facilities in part or full satisfaction of the monetary component of an infrastructure contribution payable	Dir Infra	Where Council is the collecting agency
490955	A	Planning and Environment Act 1987	s 46GX(2)	Duty, before accepting the provision of works, services or facilities by an applicant under s 46GX(1), to obtain the agreement of the development agency or agencies specified in the	Dir Infra	Where Council is the collecting agency

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
				approved infrastructure contributions plan		
490956	A	Planning and Environment Act 1987	s 46GY(1)	Duty to keep proper and separate accounts and records	Mgr Fin	Where Council is the collecting agency
490957	A	Planning and Environment Act 1987	s 46GY(2)	Duty to keep the accounts and records in accordance with the Local Government Act 2020	Mgr Fin	Where Council is the collecting agency
490958	A	Planning and Environment Act 1987	s 46GZ(2)(a)	Duty to forward any part of the monetary component that is imposed for plan preparation costs to the planning authority that incurred those costs	Mgr Fin	Where Council is the collecting agency under an approved infrastructure contributions plan This duty does not apply where Council is that planning authority
490959	A	Planning and Environment Act 1987	s 46GZ(2)(a)	Function of receiving the monetary component	Mgr Fin	Where the Council is the planning authority

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
						This duty does not apply where Council is also the collecting agency
490876	A	Planning and Environment Act 1987	s 46GZ(2)(b)	Duty to forward any part of the monetary component that is imposed for the provision of works, services or facilities to the development agency that is specified in the plan, as responsible for those works, services or facilities	Mgr Fin	Where Council is the collecting agency under an approved infrastructure contributions plan This provision does not apply where Council is also the relevant development agency
490960	A	Planning and Environment Act 1987	s 46GZ(2)(b)	Function of receiving the monetary component	Mgr Fin	Where Council is the development agency under an approved infrastructure contributions plan This provision does not apply where Council is also the collecting agency

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490961	A	Planning and Environment Act 1987	s 46GZ(4)	Duty to use any land equalisation amounts to pay land credit amounts under s 46GZ(7), except any part of those amounts that are to be forwarded to a development agency under s 46GZ(5)	Mgr Fin	Where Council is the collecting agency under an approved infrastructure contributions plan
490877	A	Planning and Environment Act 1987	s 46GZ(5)	Duty to forward any part of a land equalisation amount required for the acquisition of outer public purpose land by a development agency specified in the approved infrastructure contributions plan to that development agency	Mgr Fin, Mgr Inv Attrct	Where Council is the collecting agency under an approved infrastructure contributions plan This provision does not apply where Council is also the relevant development agency

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490962	A	Planning and Environment Act 1987	s 46GZ(5)	Function of receiving any part of a land equalisation amount required for the acquisition of outer public purpose land	Mgr Fin, Mgr Inv Attrct	Where Council is the development agency specified in the approved infrastructure contributions plan This provision does not apply where Council is also the collecting agency
490963	A	Planning and Environment Act 1987	s 46GZ(7)	Duty to pay to each person who must provide an infrastructure contribution under the approved infrastructure contributions plan any land credit amount to which the person is entitled under s 46GW	Mgr Fin	Where Council is the collecting agency under an approved infrastructure contributions plan
490878	A	Planning and Environment Act 1987	s 46GZ(9)	Duty to transfer the estate in fee simple in the land to the development agency specified in the approved infrastructure contributions plan as responsible for the use and development of that land	Dir Com Plc, Mgr Inv Attrct	If any inner public purpose land is vested in Council under the Subdivision Act 1988 or acquired by Council before the time it is required to be provided to Council under s 46GV(4)

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
						<p>Where Council is the collecting agency under an approved infrastructure contributions plan</p> <p>This duty does not apply where Council is also the development agency</p>
490964	A	Planning and Environment Act 1987	s 46GZ(9)	Function of receiving the fee simple in the land	Dir Com Plc, Mgr Inv Attrct	<p>Where Council is the development agency under an approved infrastructure contributions plan</p> <p>This duty does not apply where Council is also the collecting agency</p>
490965	A	Planning and Environment Act 1987	s 46GZA(1)	Duty to keep proper and separate accounts and records	Coord Strat PL, Mgr Inv Attrct	Where Council is the development agency under an approved infrastructure contributions plan

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490879	A	Planning and Environment Act 1987	s 46GZA(2)	Duty to keep the accounts and records in accordance with the Local Government Act 2020	Coord Strat PL, Dir Com Plc, Mgr Inv Attrct	Where Council is a development agency under an approved infrastructure contributions plan
490966	A	Planning and Environment Act 1987	s 46GZB(3)	Duty to follow the steps set out in s 46GZB(3)(a) – (c)	Dir Com Plc, Mgr Inv Attrct	Where Council is a development agency under an approved infrastructure contributions plan
490880	A	Planning and Environment Act 1987	s 46GZB(4)	Duty, in accordance with requirements of the VPA, to report on the use of the infrastructure contribution in the development agency's annual report and provide reports on the use of the infrastructure contribution to the VPA	Coord Strat PL, Dir Com Plc, Mgr Inv Attrct	If the VPA is the collecting agency under an approved infrastructure contributions plan Where Council is a development agency under an approved infrastructure contributions plan
490967	A	Planning and Environment Act 1987	s 46GZD(2)	Duty, within 6 months after the date on which the approved infrastructure contributions plan expires, to follow the steps set out in s 46GZD(2)(a) and (b)	Coord Strat PL, Dir Com Plc, Mgr Inv Attrct	Where Council is the development agency under an approved infrastructure contributions plan

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490968	A	Planning and Environment Act 1987	s 46GZD(3)	Duty to follow the steps set out in s 46GZD(3)(a) and (b)	Coord Strat PL, Dir Com Plc, Mgr Inv Attrct	Where Council is the collecting agency under an approved infrastructure contributions plan
490881	A	Planning and Environment Act 1987	s 46GZD(5)	Duty to make payments under s 46GZD(3) in accordance with ss 46GZD(5)(a) and 46GZD(5)(b)	Coord Strat PL, Dir Com Plc, Mgr Inv Attrct	Where Council is the collecting agency under an approved infrastructure contributions plan
490882	A	Planning and Environment Act 1987	s 46GZE(2)	Duty to forward the land equalisation amount back to the collecting agency within 6 months after the expiry date if any part of a land equalisation amount paid or forwarded to a development agency for acquiring outer public purpose land has not been expended by the development agency to acquire that land at the date on which the approved infrastructure contributions plan expires	Mgr Inv Attrct	Where Council is the development agency under an approved infrastructure contributions plan This duty does not apply where Council is also the collecting agency

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490969	A	Planning and Environment Act 1987	s 46GZE(2)	Function of receiving the unexpended land equalisation amount	Dir Com Plc, Mgr Inv Attrct	Where Council is the collecting agency under an approved infrastructure contributions plan This duty does not apply where Council is also the development agency
490970	A	Planning and Environment Act 1987	s 46GZE(3)	Duty, within 12 months after the date on which the approved infrastructure contributions plan expires, to follow the steps set out in s 46GZE(3)(a) and (b)	Coord Strat PL, Dir Com Plc, Mgr Inv Attrct	Where Council is the collecting agency under an approved infrastructure contributions plan
490971	A	Planning and Environment Act 1987	s 46GZF(2)	Duty, within 12 months after the date on which the approved infrastructure contributions plan expires, to use the public purpose land for a public purpose approved by the Minister or sell the public purpose land	Dir Com Plc	Where Council is the development agency under an approved infrastructure contributions plan

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490972	A	Planning and Environment Act 1987	s.46GZF(3)	Duty, if land is sold under s.46GZF(2)(b), to follow the steps in s.46GZF(3)(a) and (b)	Dir Com Plc, Mgr Inv Attrct	Where Council is the development agency under an approved infrastructure contributions plan
490973	A	Planning and Environment Act 1987	s 46GZF(3)	s 46GZF(3)(a) function of receiving proceeds of sale	Dir Com Plc, Mgr Inv Attrct	Where Council is the collection agency under an approved infrastructure contributions plan This provision does not apply where Council is also the development agency
490974	A	Planning and Environment Act 1987	s 46GZF(4)	Duty to divide the proceeds of the public purpose land among the current owners of each parcel of land in the ICP plan area and pay each current owner a portion of the proceeds in accordance with s 46GZF(5)	Dir Com Plc, Mgr Inv Attrct	Where Council is the collecting agency under an approved infrastructure contributions plan

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490975	A	Planning and Environment Act 1987	s 46GZF(6)	Duty to make the payments under s 46GZF(4) in accordance with s 46GZF(6)(a) and (b)	Dir Com Plc, Mgr Inv Attrct	Where Council is the collecting agency under an approved infrastructure contributions plan
490976	A	Planning and Environment Act 1987	s 46GZH	Power to recover the monetary component, or any land equalisation amount of the land component, payable under Part 3AB as a debt in any court of competent jurisdiction	Dir Com Plc	Where Council is the collecting agency under an approved infrastructure contributions plan
490883	A	Planning and Environment Act 1987	s 46GZI	Duty to prepare and give a report to the Minister at the times required by the Minister	Coord Strat PL, Mgr Inv Attrct	Where Council is a collecting agency or development agency
490977	A	Planning and Environment Act 1987	s 46GZK	Power to deal with public purpose land which has vested in, been acquired by, or transferred to, Council	Dir Com Plc	Where Council is a collecting agency or development agency
490978	A	Planning and Environment Act 1987	s 46LB(3)	Duty to publish, on Council's Internet site, the payable dwelling amount for a financial year on or before 1 July of	Coord Strat PL, Mgr Inv Attrct	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
				each financial year for which the amount is adjusted under s 46LB (2)		
490512	A	Planning and Environment Act 1987	s 46N(1)	Duty to include condition in permit regarding payment of development infrastructure levy	Coord PL Bldg, Snr Stat Plnrr	
490513	A	Planning and Environment Act 1987	s 46N(2)(c)	Function of determining time and manner for receipt of development contributions levy	Coord PL Bldg, Snr Stat Plnrr	
490514	A	Planning and Environment Act 1987	s 46N(2)(d)	Power to enter into an agreement with the applicant regarding payment of development infrastructure levy	Dir Com Plc	
490515	A	Planning and Environment Act 1987	s 46O(1)(a) & (2)(a)	Power to ensure that community infrastructure levy is paid, or agreement is in place, prior to issuing building permit	MBS	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490516	A	Planning and Environment Act 1987	s 46O(1)(d) & (2)(d)	Power to enter into agreement with the applicant regarding payment of community infrastructure levy	Dir Com Plc	
490517	A	Planning and Environment Act 1987	s 46P(1)	Power to require payment of amount of levy under s 46N or s 46O to be satisfactorily secured	Dir Com Plc	
490518	A	Planning and Environment Act 1987	s 46P(2)	Power to accept provision of land, works, services or facilities in part or full payment of levy payable	Dir Com Plc	
490519	A	Planning and Environment Act 1987	s 46Q(1)	Duty to keep proper accounts of levies paid	Mgr Fin	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490520	A	Planning and Environment Act 1987	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 or plan preparation costs incurred by a development agency or plan preparation costs incurred by a development agency	Mgr Fin	
490521	A	Planning and Environment Act 1987	s 46Q(2)	Duty to apply levy only for a purpose relating to the provision of plan preparation costs or the works, services and facilities in respect of which the levy was paid etc	Mgr Fin	
490522	A	Planning and Environment Act 1987	s 46Q(3)	Power to refund any amount of levy paid if it is satisfied the development is not to proceed	Dir Com Plc	Only applies when levy is paid to Council as a 'development agency'

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490523	A	Planning and Environment Act 1987	s 46Q(4)(c)	Duty to pay amount to current owners of land in the area if an amount of levy has been paid to a municipal council as a development agency for plan preparation costs incurred by the Council or for the provision by the Council of works, services or facilities in an area under s 46Q(4)(a)	Dir Com Plc	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
490524	A	Planning and Environment Act 1987	s 46Q(4)(d)	Duty to submit to the Minister an amendment to the approved development contributions plan	Dir Com Plc	Must be done in accordance with Part 3
490525	A	Planning and Environment Act 1987	s46Q(4)(e)	Duty to expend that amount on other works etc.	Dir Com Plc	With the consent of, and in the manner approved by, the Minister
490526	A	Planning and Environment Act 1987	s 46QC	Power to recover any amount of levy payable under Part 3B	Dir Com Plc	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490884	A	Planning and Environment Act 1987	s 46QD	Duty to prepare report and give a report to the Minister	Dir Com Plc	Where Council is a collecting agency or development agency
490527	A	Planning and Environment Act 1987	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	N/A	
490528	A	Planning and Environment Act 1987	s 46Y	Duty to carry out works in conformity with the approved strategy plan	CEO, Dir Com Plc, Dir Corp, Dir Infra	
490529	A	Planning and Environment Act 1987	s 47	Power to decide that an application for a planning permit does not comply with that Act	Coord PL Bldg, Snr Stat Plnrr	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490530	A	Planning and Environment Act 1987	s 49(1)	Duty to keep a register of all applications for permits and determinations relating to permits	Coord PL Bldg, Snr Stat Plnrr	
490531	A	Planning and Environment Act 1987	s 49(2)	Duty to make register available for inspection in accordance with the public availability requirements	Coord PL Bldg, Snr Stat Plnrr	
490532	A	Planning and Environment Act 1987	s 50(4)	Duty to amend application	Coord PL Bldg, Snr Stat Plnrr	
490533	A	Planning and Environment Act 1987	s 50(5)	Power to refuse to amend application	Dir Com Plc	
490983	A	Planning and Environment Act 1987	s 50(6)	Duty to make note of amendment to application in register	Coord PL Bldg, Snr Stat Plnrr	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490534	A	Planning and Environment Act 1987	s 50A(1)	Power to make amendment to application	Coord PL Bldg, Snr Stat Plnrr	
490535	A	Planning and Environment Act 1987	s 50A(3)	Power to require applicant to notify owner and make a declaration that notice has been given	Coord PL Bldg, Snr Stat Plnrr	
490536	A	Planning and Environment Act 1987	s 50A(4)	Duty to note amendment to application in register	Coord PL Bldg, Snr Stat Plnrr	
490537	A	Planning and Environment Act 1987	s 51	Duty to make copy of application available for inspection in accordance with the public availability requirements	Coord PL Bldg, Snr Stat Plnrr	
490538	A	Planning and Environment Act 1987	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	Coord PL Bldg, Snr Stat Plnrr	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490539	A	Planning and Environment Act 1987	s 52(1)(b)	Duty to give notice of the application to other municipal council where appropriate	Coord PL Bldg, Snr Stat Plnrr	
490540	A	Planning and Environment Act 1987	s 52(1)(c)	Duty to give notice of the application to all persons required by the planning scheme	Coord PL Bldg, Snr Stat Plnrr	
490541	A	Planning and Environment Act 1987	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	Coord PL Bldg, Snr Stat Plnrr	
490542	A	Planning and Environment Act 1987	s 52(1)(cb)	Duty to give notice of the application to owners and occupiers of land benefited by a registered restrictive covenant if	Coord PL Bldg, Snr Stat Plnrr	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
				application is to remove or vary the covenant		
490543	A	Planning and Environment Act 1987	s 52(1)(d)	Duty to give notice of the application to other persons who may be detrimentally effected	Coord PL Bldg, Snr Stat Plnrr	
490544	A	Planning and Environment Act 1987	s.52(1AA)	Duty to give notice of an application to remove or vary a registered restrictive covenant	Coord PL Bldg, Snr Stat Plnrr	
490545	A	Planning and Environment Act 1987	s 52(3)	Power to give any further notice of an application where appropriate	Dir Com Plc, Mgr Inv Attrct	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490546	A	Planning and Environment Act 1987	s 53(1)	Power to require the applicant to give notice under s 52(1) to persons specified by it	Coord PL Bldg, Snr Stat Plnrr	
490547	A	Planning and Environment Act 1987	s 53(1A)	Power to require the applicant to give the notice under s 52(1AA)	Coord PL Bldg, Snr Stat Plnrr	
490548	A	Planning and Environment Act 1987	s 54(1)	Power to require the applicant to provide more information	Coord PL Bldg, Snr Stat Plnrr	
490549	A	Planning and Environment Act 1987	s 54(1A)	Duty to give notice in writing of information required under s 54(1)	Coord PL Bldg, Snr Stat Plnrr	
490550	A	Planning and Environment Act 1987	s 54(1B)	Duty to specify the lapse date for an application	Coord PL Bldg, Snr Stat Plnrr	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490551	A	Planning and Environment Act 1987	s 54A(3)	Power to decide to extend time or refuse to extend time to give required information	Dir Com Plc, Mgr Com Serv	
490552	A	Planning and Environment Act 1987	s 54A(4)	Duty to give written notice of decision to extend or refuse to extend time under s 54A(3)	Coord PL Bldg, Snr Stat Plnrr	
490553	A	Planning and Environment Act 1987	s 55(1)	Duty to give copy application, together with the prescribed information, to every referral authority specified in the planning scheme	Coord PL Bldg, Snr Stat Plnrr	
490554	A	Planning and Environment Act 1987	s 57(2A)	Power to reject objections considered made primarily for commercial advantage for the objector	Dir Com Plc	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490555	A	Planning and Environment Act 1987	s 57(3)	Function of receiving name and address of persons to whom notice of decision is to go	Coord PL Bldg, Snr Stat Plnrr	
490556	A	Planning and Environment Act 1987	s 57(5)	Duty to make a copy of all objections available in accordance with the public availability requirements	Coord PL Bldg, Snr Stat Plnrr	
490557	A	Planning and Environment Act 1987	s 57A(4)	Duty to amend application in accordance with applicant's request, subject to s 57A(5)	Coord PL Bldg, Snr Stat Plnrr	
490558	A	Planning and Environment Act 1987	s 57A(5)	Power to refuse to amend application	Dir Com Plc	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490559	A	Planning and Environment Act 1987	s 57A(6)	Duty to note amendments to application in register	Coord PL Bldg, Snr Stat Plnrr	
490560	A	Planning and Environment Act 1987	s 57B(1)	Duty to determine whether and to whom notice should be given	Coord PL Bldg, Snr Stat Plnrr	
490561	A	Planning and Environment Act 1987	s 57B(2)	Duty to consider certain matters in determining whether notice should be given	Coord PL Bldg, Snr Stat Plnrr	
490562	A	Planning and Environment Act 1987	s 57C(1)	Duty to give copy of amended application to referral authority	Coord PL Bldg, Snr Stat Plnrr	
490563	A	Planning and Environment Act 1987	s 58	Duty to consider every application for a permit	Coord PL Bldg, Snr Stat Plnrr	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490564	A	Planning and Environment Act 1987	s 58A	Power to request advice from the Planning Application Committee	Dir Com Plc	
490565	A	Planning and Environment Act 1987	s 60	Duty to consider certain matters	Coord PL Bldg, Dir Com Plc, Mgr Inv Attrct, Snr Stat Plnrr	
490566	A	Planning and Environment Act 1987	s 60(1A)	Duty to consider certain matters	Coord PL Bldg, Dir Com Plc, Mgr Inv Attrct, Snr Stat Plnrr	
490885	A	Planning and Environment Act 1987	s 60(1B)	Duty to consider number of objectors in considering whether use or development may have significant social effect	Coord PL Bldg, Dir Com Plc, Mgr Inv	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
					Attrct, Snr Stat Plnrr	
490567	A	Planning and Environment Act 1987	s 61(1)	Power to determine permit application, either to decide to grant a permit, to decide to grant a permit with conditions or to refuse a permit application	Coord PL Bldg, Dir Com Plc, Mgr Inv Attrct, Snr Stat Plnrr	The permit must not be inconsistent with a cultural heritage management plan under the Aboriginal Heritage Act 2006
490568	A	Planning and Environment Act 1987	s 61(2)	Duty to decide to refuse to grant a permit if a relevant determining referral authority objects to grant of permit	Coord PL Bldg, Dir Com Plc, Snr Stat Plnrr	
490986	A	Planning and Environment Act 1987	s 61(2A)	Power to decide to refuse to grant a permit if a relevant recommending referral authority objects to the grant of permit	Coord PL Bldg, Dir Com Plc, Snr Stat Plnrr	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490569	A	Planning and Environment Act 1987	s 61(3)(a)	Duty not to decide to grant a permit to use coastal Crown land without Minister's consent	N/A	
490570	A	Planning and Environment Act 1987	s 61(3)(b)	Duty to refuse to grant the permit without the Minister's consent	CEO	
490571	A	Planning and Environment Act 1987	s 61(4)	Duty to refuse to grant the permit if grant would authorise a breach of a registered restrictive covenant	Coord PL Bldg, Dir Com Plc, Snr Stat Plnr	
490572	A	Planning and Environment Act 1987	s 62(1)	Duty to include certain conditions in deciding to grant a permit	Coord PL Bldg, Dir Com Plc, Snr Stat Plnr	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490573	A	Planning and Environment Act 1987	s 62(2)	Power to include other conditions	Dir Com Plc, Snr Stat Plnrr	
490574	A	Planning and Environment Act 1987	s 62(4)	Duty to ensure conditions are consistent with paragraphs (a),(b) and (c)	Dir Com Plc, Snr Stat Plnrr	
490575	A	Planning and Environment Act 1987	s 62(5)(a)	Power to include a permit condition to implement an approved development contributions plan or an approved infrastructure contributions plan	Dir Com Plc, Snr Stat Plnrr	
490576	A	Planning and Environment Act 1987	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 s 173 agreement	Dir Com Plc, Snr Stat Plnrr	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490577	A	Planning and Environment Act 1987	s 62(5)(c)	Power to include a permit condition that specified works be provided or paid for by the applicant	Coord PL Bldg, Dir Com Plc, Snr Stat Plnrr	
490578	A	Planning and Environment Act 1987	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 ss 46N(1), 46GV(7) or 62(5)	Coord PL Bldg, Dir Com Plc, Snr Stat Plnrr	
490579	A	Planning and Environment Act 1987	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 s 62(1)(a)	Coord PL Bldg, Dir Com Plc, Snr Stat Plnrr	
490580	A	Planning and Environment Act 1987	s 63	Duty to issue the permit where made a decision in favour of the application (if no one has objected)	Coord PL Bldg, Dir Com Plc,	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
					Snr Stat Plnrr	
490581	A	Planning and Environment Act 1987	s 64(1)	Duty to give notice of decision to grant a permit to applicant and objectors	Coord PL Bldg, Snr Stat Plnrr	This provision applies also to a decision to grant an amendment to a permit - see s 75
490582	A	Planning and Environment Act 1987	s 64(3)	Duty not to issue a permit until after the specified period	Coord PL Bldg, Dir Com Plc, Snr Stat Plnrr	This provision applies also to a decision to grant an amendment to a permit - see s 75
490583	A	Planning and Environment Act 1987	s 64(5)	Duty to give each objector a copy of an exempt decision	Coord PL Bldg, Snr Stat Plnrr	This provision applies also to a decision to grant an amendment to a permit - see s 75
490584	A	Planning and Environment Act 1987	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	Coord PL Bldg, Dir Com Plc,	This provision applies also to a decision to grant an amendment to a permit - see s 75A

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
				authority has objected to the grant of a permit	Snr Stat Plnrr	
490585	A	Planning and Environment Act 1987	s 65(1)	Duty to give notice of refusal to grant permit to applicant and person who objected under s 57	Coord PL Bldg, Snr Stat Plnrr	
490586	A	Planning and Environment Act 1987	s 66(1)	Duty to give notice under s 64 or s 65 and copy permit to relevant determining referral authorities	Coord PL Bldg, Snr Stat Plnrr	
490587	A	Planning and Environment Act 1987	s 66(2)	Duty to give a recommending referral authority notice of its decision to grant a permit	Coord PL Bldg, Snr Stat Plnrr	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

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490588	A	Planning and Environment Act 1987	s 66(4)	Duty to give a recommending referral authority notice of its decision to refuse a permit	Coord PL Bldg, Snr Stat Plnrr	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
490589	A	Planning and Environment Act 1987	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 s 64 or 65	Coord PL Bldg, Snr Stat Plnrr	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
490590	A	Planning and Environment Act 1987	s 69(1)	Function of receiving application for extension of time of permit	Coord PL Bldg, Snr Stat Plnrr	
490591	A	Planning and Environment Act 1987	s 69(1A)	Function of receiving application for extension of time to complete development	Dir Com Plc	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490592	A	Planning and Environment Act 1987	s 69(2)	Power to extend time	Dir Com Plc	
490593	A	Planning and Environment Act 1987	s 70	Duty to make copy permit available for inspection in accordance with the public availability requirements	Coord PL Bldg, Snr Stat Plnr	
490594	A	Planning and Environment Act 1987	s 71(1)	Power to correct certain mistakes	Coord PL Bldg, Dir Com Plc, Snr Stat Plnr	
490595	A	Planning and Environment Act 1987	s 71(2)	Duty to note corrections in register	Coord PL Bldg, Snr Stat Plnr	
490596	A	Planning and Environment Act 1987	s 73	Power to decide to grant amendment subject to conditions	Coord PL Bldg, Dir Com Plc,	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
					Snr Stat Plnrr	
490597	A	Planning and Environment Act 1987	s 74	Duty to issue amended permit to applicant if no objectors	Coord PL Bldg, Dir Com Plc, Snr Stat Plnrr	
490598	A	Planning and Environment Act 1987	s 76	Duty to give applicant and objectors notice of decision to refuse to grant amendment to permit	Coord PL Bldg, Snr Stat Plnrr	
490599	A	Planning and Environment Act 1987	s 76A(1)	Duty to give relevant determining referral authorities copy of amended permit and copy of notice	Coord PL Bldg, Snr Stat Plnrr	
490600	A	Planning and Environment Act 1987	s 76A(2)	Duty to give a recommending referral authority notice of its decision to grant an amendment to a permit	Coord PL Bldg, Snr Stat Plnrr	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

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
						recommended by the recommending referral authority
490601	A	Planning and Environment Act 1987	s 76A(4)	Duty to give a recommending referral authority notice of its decision to refuse a permit	Coord PL Bldg, Snr Stat Plnrr	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
490602	A	Planning and Environment Act 1987	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 s 64 or 76	Coord PL Bldg, Snr Stat Plnrr	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
490603	A	Planning and Environment Act 1987	s 76D	Duty to comply with direction of Minister to issue amended permit	Coord PL Bldg, Dir Com Plc, Snr Stat Plnrr	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490604	A	Planning and Environment Act 1987	s 83	Function of being respondent to an appeal	Coord PL Bldg, Dir Com Plc, Snr Stat Plnrr	
490605	A	Planning and Environment Act 1987	s 83B	Duty to give or publish notice of application for review	Coord PL Bldg, Snr Stat Plnrr	
490606	A	Planning and Environment Act 1987	s 84(1)	Power to decide on an application at any time after an appeal is lodged against failure to grant a permit	Coord PL Bldg, Dir Com Plc, Snr Stat Plnrr	
490607	A	Planning and Environment Act 1987	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	Coord PL Bldg, Dir Com Plc, Snr Stat Plnrr	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490608	A	Planning and Environment Act 1987	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	Coord PL Bldg, Dir Com Plc, Snr Stat Plnrr	
490609	A	Planning and Environment Act 1987	s 84(6)	Duty to issue permit on receipt of advice within 3 working days	Coord PL Bldg, Dir Com Plc, Snr Stat Plnrr	
490979	A	Planning and Environment Act 1987	s 84AB	Power to agree to confining a review by the Tribunal	Coord PL Bldg, Snr Stat Plnrr	
490610	A	Planning and Environment Act 1987	s 86	Duty to issue a permit at order of Tribunal within 3 working days	Coord PL Bldg, Dir Com Plc, Snr Stat Plnrr	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490611	A	Planning and Environment Act 1987	s 87(3)	Power to apply to VCAT for the cancellation or amendment of a permit	Coord PL Bldg, Dir Com Plc, Snr Stat Plnrr	
490612	A	Planning and Environment Act 1987	s 90(1)	Function of being heard at hearing of request for cancellation or amendment of a permit	Coord PL Bldg, Dir Com Plc, Snr Stat Plnrr	
490613	A	Planning and Environment Act 1987	s 91(2)	Duty to comply with the directions of VCAT	Coord PL Bldg, Dir Com Plc, Snr Stat Plnrr	
490614	A	Planning and Environment Act 1987	s 91(2A)	Duty to issue amended permit to owner if Tribunal so directs	Coord PL Bldg, Dir Com Plc, Snr Stat Plnrr	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490615	A	Planning and Environment Act 1987	s 92	Duty to give notice of cancellation/amendment of permit by VCAT to persons entitled to be heard under s 90	Coord PL Bldg, Snr Stat Plnrr	
490616	A	Planning and Environment Act 1987	s 93(2)	Duty to give notice of VCAT order to stop development	Coord PL Bldg, Dir Com Plc, Snr Stat Plnrr	
490617	A	Planning and Environment Act 1987	s 95(3)	Function of referring certain applications to the Minister	Coord PL Bldg, Snr Stat Plnrr	
490618	A	Planning and Environment Act 1987	s 95(4)	Duty to comply with an order or direction	Coord PL Bldg, Snr Stat Plnrr	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490619	A	Planning and Environment Act 1987	s 96(1)	Duty to obtain a permit from the Minister to use and develop its land	Dir Com Plc	
490620	A	Planning and Environment Act 1987	s 96(2)	Function of giving consent to other persons to apply to the Minister for a permit to use and develop Council land	Dir Com Plc	
490621	A	Planning and Environment Act 1987	s 96A(2)	Power to agree to consider an application for permit concurrently with preparation of proposed amendment	Dir Com Plc	
490622	A	Planning and Environment Act 1987	s 96C	Power to give notice, to decide not to give notice, to publish notice and to exercise any other power under s 96C	Dir Com Plc	
490623	A	Planning and Environment Act 1987	s 96F	Duty to consider the panel's report under s 96E	N/D	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490624	A	Planning and Environment Act 1987	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 s 23 of the Planning and Environment (Planning Schemes) Act 1996)	Dir Com Plc	
490625	A	Planning and Environment Act 1987	s 96H(3)	Power to give notice in compliance with Minister's direction	Coord PL Bldg, Snr Stat Plnr	
490626	A	Planning and Environment Act 1987	s 96J	Power to issue permit as directed by the Minister	Coord PL Bldg, Dir Com Plc, Snr Stat Plnr	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490627	A	Planning and Environment Act 1987	s 96K	Duty to comply with direction of the Minister to give notice of refusal	Coord PL Bldg, Snr Stat Plnrr	
490857	A	Planning and Environment Act 1987	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	Coord PL Bldg, Dir Com Plc, Mgr Inv Attrct	
490628	A	Planning and Environment Act 1987	s 97C	Power to request Minister to decide the application	Dir Com Plc	
490629	A	Planning and Environment Act 1987	s 97D(1)	Duty to comply with directions of Minister to supply any document or assistance relating to application	Coord PL Bldg, Dir Com Plc, Snr Stat Plnrr	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490630	A	Planning and Environment Act 1987	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	Coord PL Bldg, Snr Stat Plnrr	
490631	A	Planning and Environment Act 1987	s 97G(6)	Duty to make a copy of permits issued under s 97F available in accordance with the public availability requirements	Coord PL Bldg, Snr Stat Plnrr	
490632	A	Planning and Environment Act 1987	s 97L	Duty to include Ministerial decisions in a register kept under s 49	Coord PL Bldg, Snr Stat Plnrr	
490633	A	Planning and Environment Act 1987	s 97MH	Duty to provide information or assistance to the Planning Application Committee	Coord PL Bldg, Snr Stat Plnrr	
490634	A	Planning and Environment Act 1987	s 97MI	Duty to contribute to the costs of the Planning Application Committee or subcommittee	Dir Com Plc	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490635	A	Planning and Environment Act 1987	s 97O	Duty to consider application and issue or refuse to issue certificate of compliance	Coord PL Bldg, Snr Stat Plnrr	
490636	A	Planning and Environment Act 1987	s 97P(3)	Duty to comply with directions of VCAT following an application for review of a failure or refusal to issue a certificate	Coord PL Bldg, Dir Com Plc, Snr Stat Plnrr	
490637	A	Planning and Environment Act 1987	s 97Q(2)	Function of being heard by VCAT at hearing of request for amendment or cancellation of certificate	Coord PL Bldg, Dir Com Plc, Snr Stat Plnrr	
490638	A	Planning and Environment Act 1987	s 97Q(4)	Duty to comply with directions of VCAT	Coord PL Bldg, Dir Com Plc, Snr Stat Plnrr	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490639	A	Planning and Environment Act 1987	s 97R	Duty to keep register of all applications for certificate of compliance and related decisions	Coord PL Bldg, Snr Stat Plnrr	
490640	A	Planning and Environment Act 1987	s 98(1)&(2)	Function of receiving claim for compensation in certain circumstances	Dir Com Plc	
490641	A	Planning and Environment Act 1987	s 98(4)	Duty to inform any person of the name of the person from whom compensation can be claimed	Coord PL Bldg, Dir Com Plc, Snr Stat Plnrr	
490642	A	Planning and Environment Act 1987	s 101	Function of receiving claim for expenses in conjunction with claim	Dir Com Plc	
490643	A	Planning and Environment Act 1987	s 103	Power to reject a claim for compensation in certain circumstances	Dir Com Plc	
490644	A	Planning and Environment Act 1987	s.107(1)	function of receiving claim for compensation	Dir Com Plc	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490645	A	Planning and Environment Act 1987	s 107(3)	Power to agree to extend time for making claim	Dir Com Plc	
490646	A	Planning and Environment Act 1987	s 114(1)	Power to apply to the VCAT for an enforcement order	Coord PL Bldg, Dir Com Plc, Snr Stat Plnr	
490647	A	Planning and Environment Act 1987	s 117(1)(a)	Function of making a submission to the VCAT where objections are received	Coord PL Bldg, Dir Com Plc, Snr Stat Plnr	
490648	A	Planning and Environment Act 1987	s 120(1)	Power to apply for an interim enforcement order where s 114 application has been made	Coord PL Bldg, Dir Com Plc, Snr Stat Plnr	
490649	A	Planning and Environment Act 1987	s 123(1)	Power to carry out work required by enforcement order and recover costs	Coord PL Bldg, Dir	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
					Com Plc, Snr Stat Plnrr	
490650	A	Planning and Environment Act 1987	s 123(2)	Power to sell buildings, materials, etc salvaged in carrying out work under s 123(1)	Dir Com Plc	Except Crown Land
490651	A	Planning and Environment Act 1987	s 129	Function of recovering penalties	Dir Com Plc	
490652	A	Planning and Environment Act 1987	s 130(5)	Power to allow person served with an infringement notice further time	Coord PL Bldg, Snr Stat Plnrr	
490653	A	Planning and Environment Act 1987	s 149A(1)	Power to refer a matter to the VCAT for determination	Coord PL Bldg, Dir Com Plc, Snr Stat Plnrr	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490654	A	Planning and Environment Act 1987	s 149A(1A)	power to apply to VCAT for the determination of a matter relating to the interpretation of a s.173 agreement	Dir Com Plc	
490655	A	Planning and Environment Act 1987	s 156	Duty to pay fees and allowances (including a payment to the Crown under s 156(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 s 156(2B)power to ask for contribution under s 156(3) and power to abandon amendment or part of it under s 156(4)	Dir Com Plc	Where Council is the relevant planning authority
490656	A	Planning and Environment Act 1987	s 171(2)(f)	Power to carry out studies and commission reports	Dir Com Plc	
490984	A	Planning and Environment Act 1987	s 171(2)(g)	Power to grant and reserve easements	Dir Com Plc	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490980	A	Planning and Environment Act 1987	s 172C	Power to compulsorily acquire any outer public purpose land that is specified in the approved infrastructure contributions plan	N/D	Where Council is a development agency specified in an approved infrastructure contributions plan
490981	A	Planning and Environment Act 1987	s 172D(1)	Power to compulsorily acquire any inner public purpose land that is specified in the plan before the time that the land is required to be provided to Council under s 46GV(4)	N/D	Where Council is a collecting agency specified in an approved infrastructure contributions plan
490982	A	Planning and Environment Act 1987	s 172D(2)	Power to compulsorily acquire any inner public purpose land, the use and development of which is to be the responsibility of Council under the plan, before the time that the land is required to be provided under s 46GV(4)	N/D	Where Council is the development agency specified in an approved infrastructure contributions plan
490657	A	Planning and Environment Act 1987	s 173(1)	Power to enter into agreement covering matters set out in s 174	Dir Com Plc	
490932	A	Planning and Environment Act 1987	s 173(1A)	Power to enter into an agreement with an owner of land for the development or	CEO, Dir Com Plc	Where Council is the relevant responsible authority

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
				provision of land in relation to affordable housing		
490658	A	Planning and Environment Act 1987		Power to decide whether something is to the satisfaction of Council, where an agreement made under s 173 of the Planning and Environment Act 1987 requires something to be to the satisfaction of Council or Responsible Authority	CEO	
490659	A	Planning and Environment Act 1987		Power to give consent on behalf of Council, where an agreement made under s 173 of the Planning and Environment Act 1987 requires that something may not be done without the consent of Council or Responsible Authority	CEO	
490660	A	Planning and Environment Act 1987	s 177(2)	Power to end a s 173 agreement with the agreement of all those bound by any covenant in the agreement or	Dir Com Plc	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
				otherwise in accordance with Division 2 of Part 9		
490661	A	Planning and Environment Act 1987	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	Dir Com Plc	
490662	A	Planning and Environment Act 1987	s 178A(1)	Function of receiving application to amend or end an agreement	Dir Com Plc	
490663	A	Planning and Environment Act 1987	s 178A(3)	Function of notifying the owner as to whether it agrees in principle to the proposal under s 178A(1)	Dir Com Plc	
490664	A	Planning and Environment Act 1987	s 178A(4)	Function of notifying the applicant and the owner as to whether it agrees in principle to the proposal	Dir Com Plc	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490665	A	Planning and Environment Act 1987	s 178A(5)	Power to propose to amend or end an agreement	Dir Com Plc	
490666	A	Planning and Environment Act 1987	s 178B(1)	Duty to consider certain matters when considering proposal to amend an agreement	Dir Com Plc	
490667	A	Planning and Environment Act 1987	s 178B(2)	Duty to consider certain matters when considering proposal to end an agreement	Dir Com Plc	
490668	A	Planning and Environment Act 1987	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	CEO	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490669	A	Planning and Environment Act 1987	s 178C(4)	Function of determining how to give notice under s 178C(2)	CEO	
490670	A	Planning and Environment Act 1987	s 178E(1)	Duty not to make decision until after 14 days after notice has been given	Coord PL Bldg, Dir Com Plc, Snr Stat Plnr	
490671	A	Planning and Environment Act 1987	s.178E(2)(a)	Power to amend or end the agreement in accordance with the proposal	Dir Com Plc	If no objections are made under s 178D Must consider matters in s 178B
490672	A	Planning and Environment Act 1987	s 178E(2)(b)	Power to amend or end the agreement in a manner that is not substantively different from the proposal	Dir Com Plc	If no objections are made under s 178D Must consider matters in s 178B <hr/> Not Delegated

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490673	A	Planning and Environment Act 1987	s 178E(2)(c)	Power to refuse to amend or end the agreement	CEO, Dir Com Plc	If no objections are made under s 178D Must consider matters in s 178B
490674	A	Planning and Environment Act 1987	s 178E(3)(a)	Power to amend or end the agreement in accordance with the proposal	Dir Com Plc	After considering objections, submissions and matters in s 178B
490675	A	Planning and Environment Act 1987	s 178E(3)(b)	Power to amend or end the agreement in a manner that is not substantively different from the proposal	Dir Com Plc	After considering objections, submissions and matters in s 178B
490676	A	Planning and Environment Act 1987	s.178E(3)(c)	power to amend or end the agreement in a manner that is substantively different from the proposal	N/D	After considering objections, submissions and matters in s.178B

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490677	A	Planning and Environment Act 1987	s 178E(3)(d)	Power to refuse to amend or end the agreement	Dir Com Plc	After considering objections, submissions and matters in s 178B
490678	A	Planning and Environment Act 1987	s 178F(1)	Duty to give notice of its decision under s 178E(3)(a) or (b)	Dir Com Plc	
490679	A	Planning and Environment Act 1987	s 178F(2)	Duty to give notice of its decision under s 178E(2)(c) or (3)(d)	Dir Com Plc	
490680	A	Planning and Environment Act 1987	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	Dir Com Plc	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490681	A	Planning and Environment Act 1987	s 178G	Duty to sign amended agreement and give copy to each other party to the agreement	Dir Com Plc	
490682	A	Planning and Environment Act 1987	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	Dir Com Plc	
490683	A	Planning and Environment Act 1987	s 178I(3)	Duty to notify, in writing, each party to the agreement of the ending of the agreement relating to Crown land	Dir Com Plc	
490684	A	Planning and Environment Act 1987	s 179(2)	Duty to make copy of each agreement available in accordance with the public availability requirements	Coord PL Bldg, Snr Stat Plnrr	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490685	A	Planning and Environment Act 1987	s 181	Duty to apply to the Registrar of Titles to record the agreement and to deliver a memorial to Registrar-General	Coord PL Bldg, Snr Stat Plnrr	
490686	A	Planning and Environment Act 1987	s 181(1A)(a)	Power to apply to the Registrar of Titles to record the agreement	Coord PL Bldg, Snr Stat Plnrr	
490687	A	Planning and Environment Act 1987	s 181(1A)(b)	Duty to apply to the Registrar of Titles, without delay, to record the agreement	Coord PL Bldg, Snr Stat Plnrr	
490688	A	Planning and Environment Act 1987	s 182	Power to enforce an agreement	Dir Com Plc	
490689	A	Planning and Environment Act 1987	s 183	Duty to tell Registrar of Titles of ending/amendment of agreement	Dir Com Plc	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490690	A	Planning and Environment Act 1987	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	N/D	
490691	A	Planning and Environment Act 1987	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	N/D	
490692	A	Planning and Environment Act 1987	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	Dir Com Plc	
490693	A	Planning and Environment Act 1987	s 184F(5)	Function of receiving advice from the principal registrar that the agreement	Coord PL Bldg, Dir Com Plc,	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
				may be amended or ended in accordance with Council's decision	Snr Stat Plnrr	
490694	A	Planning and Environment Act 1987	s 184G(2)	Duty to comply with a direction of the Tribunal	Dir Com Plc	
490695	A	Planning and Environment Act 1987	s 184G(3)	Duty to give notice as directed by the Tribunal	Dir Com Plc	
490696	A	Planning and Environment Act 1987	s 198(1)	Function to receive application for planning certificate	Coord PL Bldg, Snr Stat Plnrr	
490697	A	Planning and Environment Act 1987	s 199(1)	Duty to give planning certificate to applicant	Coord PL Bldg, Snr Stat Plnrr	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490698	A	Planning and Environment Act 1987	s 201(1)	Function of receiving application for declaration of underlying zoning	Coord PL Bldg, Snr Stat Plnrr	
490699	A	Planning and Environment Act 1987	s 201(3)	Duty to make declaration	Coord PL Bldg, Snr Stat Plnrr	
490700	A	Planning and Environment Act 1987		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	Coord PL Bldg, Dir Com Plc, Snr Stat Plnrr	
490701	A	Planning and Environment Act 1987		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	Coord PL Bldg, Dir Com Plc, Snr Stat Plnrr	
490702	A	Planning and Environment Act 1987		Power to approve any plan or any amendment to a plan or other	Coord PL Bldg, Dir	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
				document in accordance with a provision of a planning scheme or condition in a permit	Com Plc, Snr Stat Plnrr	
490703	A	Planning and Environment Act 1987		Power to give written authorisation in accordance with a provision of a planning scheme	Coord PL Bldg, Dir Com Plc, Snr Stat Plnrr	
490704	A	Planning and Environment Act 1987	s 201UAB(1)	Function of providing the Victoria Planning Authority with information relating to any land within municipal district	Dir Com Plc	
490705	A	Planning and Environment Act 1987	s 201UAB(2)	Duty to provide the Victoria Planning Authority with information requested under s 201UAB(1) as soon as possible	Dir Com Plc	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490987	A	Residential Tenancies Act 1997	s 91ZU(1)	Power to give a renter a notice to vacate rented premises	Coord EHO, Mgr Com Serv	Where Council is a public statutory authority engaged in the provision of housing
490988	A	Residential Tenancies Act 1997	s 91ZZC(1)	Power to give a renter a notice to vacate rented premises	Coord EHO, Mgr Com Serv	Where Council is a public statutory authority authorised to acquire land compulsorily for its purposes
490989	A	Residential Tenancies Act 1997	s 91ZZE(1)	Power to give a renter a notice to vacate rented premises	Coord EHO, Mgr Com Serv	Where Council is a public statutory authority engaged in the provision of housing
490990	A	Residential Tenancies Act 1997	s 91ZZE(3)	Power to publish Council's criteria for eligibility for the provision of housing	Coord EHO, Mgr Com Serv	Where Council is a public statutory authority engaged in the provision of housing

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490706	A	Residential Tenancies Act 1997	s 142D	Function of receiving notice regarding an unregistered rooming house	Coord EHO, EHO	
490707	A	Residential Tenancies Act 1997	s 142G(1)	Duty to enter required information in Rooming House Register for each rooming house in municipal district	Coord EHO, Mgr Com Serv	
490708	A	Residential Tenancies Act 1997	s 142G(2)	Power to enter certain information in the Rooming House Register	Coord EHO, Mgr Com Serv	
490709	A	Residential Tenancies Act 1997	s 142I(2)	Power to amend or revoke an entry in the Rooming House Register if necessary to maintain the accuracy of the entry	Coord EHO, Mgr Com Serv	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490991	A	Residential Tenancies Act 1997	s 206AZA(2)	Function of receiving written notification	Coord EHO, EHO	
490992	A	Residential Tenancies Act 1997	s 207ZE(2)	Function of receiving written notification	Coord EHO, EHO	
490993	A	Residential Tenancies Act 1997	s 311A(2)	Function of receiving written notification	Coord EHO, Mgr Com Serv	
490994	A	Residential Tenancies Act 1997	s 317ZDA(2)	Function of receiving written notification	Coord EHO, Mgr Com Serv	
490710	A	Residential Tenancies Act 1997	s 518F	Power to issue notice to caravan park regarding emergency management plan if determined that the plan does not comply with the requirements	Coord EHO, EHO	
490711	A	Residential Tenancies Act 1997	s 522(1)	Power to give a compliance notice to a person	Coord EHO, EHO	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490712	A	Residential Tenancies Act 1997	s 525(2)	Power to authorise an officer to exercise powers in s 526 (either generally or in a particular case)	Dir Com Plc	
490713	A	Residential Tenancies Act 1997	s 525(4)	Duty to issue identity card to authorised officers	HR Lead	
490714	A	Residential Tenancies Act 1997	s 526(5)	Duty to keep record of entry by authorised officer under s 526	Dir Com Plc	
490715	A	Residential Tenancies Act 1997	s 526A(3)	Function of receiving report of inspection	Dir Com Plc	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490716	A	Residential Tenancies Act 1997	s 527	Power to authorise a person to institute proceedings (either generally or in a particular case)	Dir Com Plc	
490717	A	Road Management Act 2004	s 11(1)	Power to declare a road by publishing a notice in the Government Gazette	Dir Infra	Obtain consent in circumstances specified in s 11(2)
490718	A	Road Management Act 2004	s 11(8)	Power to name a road or change the name of a road by publishing notice in Government Gazette	N/D	
490719	A	Road Management Act 2004	s 11(9)(b)	Duty to advise Registrar	Coord Assets, Mgr Engr	
490720	A	Road Management Act 2004	s 11(10)	Duty to inform Secretary to Department of Environment, Land, Water and Planning of declaration etc.	Coord Assets, Mgr Engr	Subject to s 11(10A)

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490721	A	Road Management Act 2004	s 11(10A)	Duty to inform Secretary to Department of Environment, Land, Water and Planning or nominated person	Dir Infra	Where Council is the coordinating road authority
490722	A	Road Management Act 2004	s 12(2)	Power to discontinue road or part of a road	N/D	Where Council is the coordinating road authority
490723	A	Road Management Act 2004	s 12(4)	Duty to publish, and provide copy, notice of proposed discontinuance	Dir Infra	Power of coordinating road authority where it is the discontinuing body Unless s 12(11) applies
490724	A	Road Management Act 2004	s 12(5)	Duty to consider written submissions received within 28 days of notice	Dir Infra	Duty of coordinating road authority where it is the discontinuing body Unless s 12(11) applies

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490725	A	Road Management Act 2004	s 12(6)	Function of hearing a person in support of their written submission	Dir Infra	Function of coordinating road authority where it is the discontinuing body Unless s 12(11) applies
490726	A	Road Management Act 2004	s 12(7)	Duty to fix day, time and place of meeting under s 12(6) and to give notice	Dir Infra	Duty of coordinating road authority where it is the discontinuing body Unless s 12(11) applies
490727	A	Road Management Act 2004	s 12(10)	Duty to notify of decision made	Dir Infra	Duty of coordinating road authority where it is the discontinuing body Does not apply where an exemption is specified by the regulations or given by the Minister

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490728	A	Road Management Act 2004	s 13(1)	Power to fix a boundary of a road by publishing notice in Government Gazette	N/D	Power of coordinating road authority and obtain consent under s 13(3) and s 13(4) as appropriate
490729	A	Road Management Act 2004	s 14(4)	Function of receiving notice from the Head, Transport for Victoria	Dir Infra	
490730	A	Road Management Act 2004	s 14(7)	Power to appeal against decision of the Head, Transport for Victoria	N/D	
490731	A	Road Management Act 2004	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	Dir Infra	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490732	A	Road Management Act 2004	s 15(1A)	Power to enter into arrangement with a utility to transfer a road management function of the utility to the road authority	Dir Infra	
490733	A	Road Management Act 2004	s 15(2)	Duty to include details of arrangement in public roads register	Dir Infra	
490734	A	Road Management Act 2004	s 16(7)	Power to enter into an arrangement under s 15	Dir Infra	
490735	A	Road Management Act 2004	s 16(8)	Duty to enter details of determination in public roads register	Dir Infra	
490736	A	Road Management Act 2004	s 17(2)	Duty to register public road in public roads register	Dir Infra	Where Council is the coordinating road authority

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490737	A	Road Management Act 2004	s 17(3)	Power to decide that a road is reasonably required for general public use	Dir Infra, Mgr Strat Asst Mgt	Where Council is the coordinating road authority
490738	A	Road Management Act 2004	s 17(3)	Duty to register a road reasonably required for general public use in public roads register	Dir Infra, Mgr Strat Asst Mgt	Where Council is the coordinating road authority
490739	A	Road Management Act 2004	s 17(4)	Power to decide that a road is no longer reasonably required for general public use	N/D	Where Council is the coordinating road authority
490740	A	Road Management Act 2004	s 17(4)	Duty to remove road no longer reasonably required for general public use from public roads register	N/D	Where Council is the coordinating road authority

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490741	A	Road Management Act 2004	s 18(1)	Power to designate ancillary area	Dir Infra	Where Council is the coordinating road authority, and obtain consent in circumstances specified in s 18(2)
490742	A	Road Management Act 2004	s 18(3)	Duty to record designation in public roads register	Dir Infra	Where Council is the coordinating road authority
490743	A	Road Management Act 2004	s 19(1)	Duty to keep register of public roads in respect of which it is the coordinating road authority	Dir Infra	
490744	A	Road Management Act 2004	s 19(4)	Duty to specify details of discontinuance in public roads register	Dir Infra	
490745	A	Road Management Act 2004	s 19(5)	Duty to ensure public roads register is available for public inspection	Dir Infra	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490746	A	Road Management Act 2004	s 21	Function of replying to request for information or advice	Dir Infra	Obtain consent in circumstances specified in s 11(2)
490747	A	Road Management Act 2004	s 22(2)	Function of commenting on proposed direction	Dir Infra	
490748	A	Road Management Act 2004	s 22(4)	Duty to publish a copy or summary of any direction made under s 22 by the Minister in its annual report.	Dir Infra	
490749	A	Road Management Act 2004	s 22(5)	Duty to give effect to a direction under s 22	Dir Infra	
490750	A	Road Management Act 2004	s 40(1)	Duty to inspect, maintain and repair a public road.	Dir Infra, Mgr Ops,	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
					Mgr Strat Asst Mgt	
490751	A	Road Management Act 2004	s 40(5)	Power to inspect, maintain and repair a road which is not a public road	Dir Infra, Mgr Engr, Mgr Ops, Mgr Strat Asst Mgt	
490752	A	Road Management Act 2004	s 41(1)	Power to determine the standard of construction, inspection, maintenance and repair	Dir Infra	
490753	A	Road Management Act 2004	s 42(1)	Power to declare a public road as a controlled access road	Dir Infra	Power of coordinating road authority and sch 2 also applies
490754	A	Road Management Act 2004	s 42(2)	Power to amend or revoke declaration by notice published in Government Gazette	Dir Infra	Power of coordinating road authority and sch 2 also applies

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490755	A	Road Management Act 2004	s 42A(3)	Duty to consult with Head, Transport for Victoria and Minister for Local Government before road is specified	Dir Infra	Where Council is the coordinating road authority If road is a municipal road or part thereof
490756	A	Road Management Act 2004	s 42A(4)	Power to approve Minister's decision to specify a road as a specified freight road	Dir Infra	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
490757	A	Road Management Act 2004	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)	Mgr Ops	Where Council is the responsible road authority, infrastructure manager or works manager

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490758	A	Road Management Act 2004	s 48M(3)	Function of consulting with the relevant authority for purposes of developing guidelines under s 48M	Dir Infra, Mgr Engr, Mgr Strat Asst Mgt	
490759	A	Road Management Act 2004	s 49	Power to develop and publish a road management plan	Dir Infra	
490760	A	Road Management Act 2004	s 51	Power to determine standards by incorporating the standards in a road management plan	Dir Infra	
490761	A	Road Management Act 2004	s 53(2)	Power to cause notice to be published in Government Gazette of amendment etc of document in road management plan	Dir Infra, Mgr Strat Asst Mgt	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490762	A	Road Management Act 2004	s 54(2)	Duty to give notice of proposal to make a road management plan	Dir Infra, Mgr Strat Asst Mgt	
490763	A	Road Management Act 2004	s 54(5)	Duty to conduct a review of road management plan at prescribed intervals	Dir Infra, Mgr Strat Asst Mgt	
490764	A	Road Management Act 2004	s 54(6)	Power to amend road management plan	Dir Infra, Mgr Strat Asst Mgt	
490765	A	Road Management Act 2004	s 54(7)	Duty to incorporate the amendments into the road management plan	Dir Infra, Mgr Strat Asst Mgt	
490766	A	Road Management Act 2004	s 55(1)	Duty to cause notice of road management plan to be published in	Dir Infra, Mgr Strat Asst Mgt	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
				Government Gazette and newspaper		
490767	A	Road Management Act 2004	s 63(1)	Power to consent to conduct of works on road	Dir Infra, Mgr Engr, Mgr Ops	Where Council is the coordinating road authority
490768	A	Road Management Act 2004	s 63(2)(e)	Power to conduct or to authorise the conduct of works in, on, under or over a road in an emergency	Dir Infra, Mgr Ops	Where Council is the infrastructure manager
490769	A	Road Management Act 2004	s 64(1)	Duty to comply with cl 13 of sch 7	Dir Infra, Mgr Engr, Mgr Ops	Where Council is the infrastructure manager or works manager
490770	A	Road Management Act 2004	s 66(1)	Power to consent to structure etc	Dir Infra, Mgr Engr, Mgr Ops	Where Council is the coordinating road authority

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490771	A	Road Management Act 2004	s 67(2)	Function of receiving the name & address of the person responsible for distributing the sign or bill	Dir Infra, Mgr Engr, Mgr Ops	Where Council is the coordinating road authority
490772	A	Road Management Act 2004	s 67(3)	Power to request information	Dir Infra, Mgr Engr, Mgr Ops	Where Council is the coordinating road authority
490773	A	Road Management Act 2004	s 68(2)	Power to request information	Dir Infra, Mgr Engr, Mgr Ops	Where Council is the coordinating road authority
490774	A	Road Management Act 2004	s 71(3)	Power to appoint an authorised officer	Dir Infra	
490775	A	Road Management Act 2004	s 72	Duty to issue an identity card to each authorised officer	Dir Infra	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490776	A	Road Management Act 2004	s 85	Function of receiving report from authorised officer	Dir Infra	
490777	A	Road Management Act 2004	s 86	Duty to keep register re s 85 matters	Dir Infra	
490778	A	Road Management Act 2004	s 87(1)	Function of receiving complaints	Dir Infra	
490779	A	Road Management Act 2004	s 87(2)	Duty to investigate complaint and provide report	Dir Infra	
490780	A	Road Management Act 2004	s 112(2)	Power to recover damages in court	Dir Infra	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490781	A	Road Management Act 2004	s 116	Power to cause or carry out inspection	Bus Prtnr Risk HR, Dir Infra, Mgr Engr, Mgr Ops, Mgr Strat Asst Mgt	
490782	A	Road Management Act 2004	s 119(2)	Function of consulting with the Head, Transport for Victoria	Dir Infra, Mgr Engr	
490783	A	Road Management Act 2004	s 120(1)	Power to exercise road management functions on an arterial road (with the consent of the Head, Transport for Victoria)	Dir Infra	
490784	A	Road Management Act 2004	s 120(2)	Duty to seek consent of the Head, Transport for Victoria to exercise road management functions before exercising power in s 120(1)	Dir Infra	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490785	A	Road Management Act 2004	s 121(1)	Power to enter into an agreement in respect of works	Dir Infra	
490786	A	Road Management Act 2004	s 122(1)	Power to charge and recover fees	Dir Infra	
490787	A	Road Management Act 2004	s 123(1)	Power to charge for any service	Dir Infra	
490788	A	Road Management Act 2004	sch 2 cl 2(1)	Power to make a decision in respect of controlled access roads	Dir Infra	
490789	A	Road Management Act 2004	sch 2 cl 3(1)	Duty to make policy about controlled access roads	Dir Infra	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490790	A	Road Management Act 2004	sch 2 cl 3(2)	Power to amend, revoke or substitute policy about controlled access roads	Dir Infra	
490791	A	Road Management Act 2004	sch 2 cl 4	Function of receiving details of proposal from the Head, Transport for Victoria	Dir Infra	
490792	A	Road Management Act 2004	sch 2 cl 5	Duty to publish notice of declaration	Dir Infra	
490793	A	Road Management Act 2004	sch 7 cl 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	Dir Infra	Where Council is the infrastructure manager or works manager

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490794	A	Road Management Act 2004	sch 7 cl 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	Dir Infra	Where Council is the infrastructure manager or works manager
490795	A	Road Management Act 2004	sch 7 cla 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	Dir Infra, Mgr Engr, Mgr Ops, Mgr Strat Asst Mgt	Where Council is the infrastructure manager or works manager responsible for non-road infrastructure
490796	A	Road Management Act 2004	sch 7 cl 9(2)	Duty to give information to another infrastructure manager or works	Dir Infra, Mgr Engr,	Where Council is the infrastructure manager or works manager

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
				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	Mgr Ops, Mgr Strat Asst Mgt	
490797	A	Road Management Act 2004	sch 7 cl 10(2)	Where Sch 7 cl 10(1) applies, duty to, where possible, conduct appropriate consultation with persons likely to be significantly affected	Dir Infra, Mgr Engr, Mgr Ops, Mgr Strat Asst Mgt	Where Council is the infrastructure manager or works manager
490798	A	Road Management Act 2004	sch 7 cl 12(2)	Power to direct infrastructure manager or works manager to conduct reinstatement works	Dir Infra, Mgr Engr, Mgr Ops, Mgr Strat Asst Mgt	Where Council is the coordinating road authority
490799	A	Road Management Act 2004	sch 7 cl 12(3)	Power to take measures to ensure reinstatement works are completed	Dir Infra, Mgr Engr, Mgr Ops,	Where Council is the coordinating road authority

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
					Mgr Strat Asst Mgt	
490800	A	Road Management Act 2004	sch 7 cl 12(4)	Duty to ensure that works are conducted by an appropriately qualified person	Dir Infra, Mgr Engr, Mgr Ops, Mgr Strat Asst Mgt	Where Council is the coordinating road authority
490801	A	Road Management Act 2004	sch 7 cl 12(5)	Power to recover costs	Dir Infra, Mgr Engr, Mgr Ops, Mgr Strat Asst Mgt	Where Council is the coordinating road authority
490802	A	Road Management Act 2004	sch 7 cl 13(1)	Duty to notify relevant coordinating road authority within 7 days that works have been completed, subject to sch 7 cl 13(2)	Dir Infra, Mgr Engr, Mgr Ops	Where Council is the works manager
490803	A	Road Management Act 2004	sch 7 cl 13(2)	Power to vary notice period	Dir Infra, Mgr Engr,	Where Council is the coordinating road authority

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
					Mgr Ops, Mgr Strat Asst Mgt	
490804	A	Road Management Act 2004	sch 7 cl 13(3)	Duty to ensure works manager has complied with obligation to give notice under sch 7 cl 13(1)	Dir Infra, Mgr Engr, Mgr Ops, Mgr Strat Asst Mgt	Where Council is the infrastructure manager
490805	A	Road Management Act 2004	sch 7 cl 16(1)	Power to consent to proposed works	Dir Infra, Mgr Engr, Mgr Ops, Mgr Strat Asst Mgt	Where Council is the coordinating road authority
490806	A	Road Management Act 2004	sch 7 cl 16(4)	Duty to consult	Dir Infra, Mgr Engr, Mgr Ops, Mgr Strat Asst Mgt	Where Council is the coordinating road authority, responsible authority or infrastructure manager

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490807	A	Road Management Act 2004	sch 7 cl 16(5)	Power to consent to proposed works	Dir Infra, Mgr Engr, Mgr Ops, Mgr Strat Asst Mgt	Where Council is the coordinating road authority
490808	A	Road Management Act 2004	sch 7 cl 16(6)	Power to set reasonable conditions on consent	Dir Infra, Mgr Engr, Mgr Ops, Mgr Strat Asst Mgt	Where Council is the coordinating road authority
490809	A	Road Management Act 2004	sch 7 cl 16(8)	Power to include consents and conditions	Dir Infra, Mgr Engr, Mgr Ops, Mgr Strat Asst Mgt	Where Council is the coordinating road authority
490810	A	Road Management Act 2004	sch 7 cl 17(2)	Power to refuse to give consent and duty to give reasons for refusal	Dir Infra, Mgr Engr, Mgr Ops, Mgr Strat Asst Mgt	Where Council is the coordinating road authority

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490811	A	Road Management Act 2004	sch 7 cl18(1)	Power to enter into an agreement	Dir Infra, Mgr Engr, Mgr Ops, Mgr Strat Asst Mgt	Where Council is the coordinating road authority
490812	A	Road Management Act 2004	sch7 cl 19(1)	Power to give notice requiring rectification of works	Dir Infra, Mgr Engr, Mgr Ops, Mgr Strat Asst Mgt	Where Council is the coordinating road authority
490813	A	Road Management Act 2004	sch 7 cl 19(2) & (3)	Power to conduct the rectification works or engage a person to conduct the rectification works and power to recover costs incurred	Dir Infra, Mgr Engr, Mgr Ops, Mgr Strat Asst Mgt	Where Council is the coordinating road authority
490814	A	Road Management Act 2004	sch 7 cl 20(1)	Power to require removal, relocation, replacement or upgrade of existing non-road infrastructure	Dir Infra, Mgr Engr, Mgr Ops, Mgr Strat Asst Mgt	Where Council is the coordinating road authority

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490815	A	Road Management Act 2004	sch 7A cl 2	Power to cause street lights to be installed on roads	Dir Infra	Power of responsible road authority where it is the coordinating road authority or responsible road authority in respect of the road
490816	A	Road Management Act 2004	sch 7 cl 3(1)(d)	Duty to pay installation and operation costs of street lighting - where road is not an arterial road	Dir Infra	Where Council is the responsible road authority
490817	A	Road Management Act 2004	sch 7A cl 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	Dir Infra	Where Council is the responsible road authority
490818	A	Road Management Act 2004	sch 7A cl (3)(1)(f)	Duty to pay installation and percentage of operation costs of street lighting - for arterial roads in accordance with cls 3(2) and 4	Dir Infra	Duty of Council as responsible road authority that installed the light (re: installation costs) and where Council

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
						is relevant municipal council (re: operating costs)
490886	A	Cemeteries and Crematoria Regulations 2015	r 24	Duty to ensure that cemetery complies with depth of burial requirements	HR Lead	
490887	A	Cemeteries and Crematoria Regulations 2015	r 25	Duty to ensure that the cemetery complies with the requirements for interment in concrete-lined graves	HR Lead	
490888	A	Cemeteries and Crematoria Regulations 2015	r 27	Power to inspect any coffin, container or other receptacle if satisfied of the matters in paragraphs (a) and (b)	HR Lead	
490923	A	Cemeteries and Crematoria Regulations 2015	r 28(1)	Power to remove any fittings on any coffin, container or other receptacle if the fittings may impede the cremation process or damage the cremator	HR Lead	
490889	A	Cemeteries and Crematoria Regulations 2015	r 28(2)	Duty to ensure any fittings removed of are disposed in an appropriate manner	HR Lead	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490890	A	Cemeteries and Crematoria Regulations 2015	r 29	Power to dispose of any metal substance or non-human substance recovered from a cremator	HR Lead	
490891	A	Cemeteries and Crematoria Regulations 2015	r 30(2)	Power to release cremated human remains to certain persons	HR Lead	Subject to any order of a court
490892	A	Cemeteries and Crematoria Regulations 2015	r 31(1)	Duty to make cremated human remains available for collection within 2 working days after the cremation	HR Lead	
490893	A	Cemeteries and Crematoria Regulations 2015	r 31(2)	Duty to hold cremated human remains for at least 12 months from the date of cremation	HR Lead	
490894	A	Cemeteries and Crematoria Regulations 2015	r 31(3)	Power to dispose of cremated human remains if no person gives a direction within 12 months of the date of cremation	HR Lead	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490895	A	Cemeteries and Crematoria Regulations 2015	r 31(4)	Duty to take reasonable steps notify relevant people of intention to dispose of remains at expiry of 12 month period	HR Lead	
490896	A	Cemeteries and Crematoria Regulations 2015	r 32	Duty to ensure a mausoleum is constructed in accordance with paragraphs (a)-(d)	HR Lead	
490897	A	Cemeteries and Crematoria Regulations 2015	r 33(1)	Duty to ensure that remains are interred in a coffin, container or receptacle in accordance with paragraphs (a)-(c)	HR Lead	
490898	A	Cemeteries and Crematoria Regulations 2015	r 33(2)	Duty to ensure that remains are interred in accordance with paragraphs (a)-(b)	HR Lead	
490899	A	Cemeteries and Crematoria Regulations 2015	r 34	Duty to ensure that a crypt space in a mausolea is sealed in accordance with paragraphs (a)-(b)	HR Lead	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490900	A	Cemeteries and Crematoria Regulations 2015	r 36	Duty to provide statement that alternative vendors or supplier of monuments exist	HR Lead	
490901	A	Cemeteries and Crematoria Regulations 2015	r 40	Power to approve a person to play sport within a public cemetery	HR Lead	
490902	A	Cemeteries and Crematoria Regulations 2015	r 41(1)	Power to approve fishing and bathing within a public cemetery	HR Lead	
490903	A	Cemeteries and Crematoria Regulations 2015	r 42(1)	Power to approve hunting within a public cemetery	HR Lead	
490904	A	Cemeteries and Crematoria Regulations 2015	r 43	Power to approve camping within a public cemetery	HR Lead	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490905	A	Cemeteries and Crematoria Regulations 2015	r 45(1)	Power to approve the removal of plants within a public cemetery	HR Lead	
490906	A	Cemeteries and Crematoria Regulations 2015	r 46	Power to approve certain activities under the Regulations if satisfied of regulation (1)(a)-(c)	HR Lead	
490907	A	Cemeteries and Crematoria Regulations 2015	r 47(3)	Power to approve the use of fire in a public cemetery	HR Lead	
490908	A	Cemeteries and Crematoria Regulations 2015	r 48(2)	Power to approve a person to drive, ride or use a vehicle on any surface other than a road, track or parking area	HR Lead	
490909	A	Cemeteries and Crematoria Regulations 2015		Note: Schedule 2 contains Model Rules – only applicable if the cemetery trust has not made its own cemetery trust rules	HR Lead	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490910	A	Cemeteries and Crematoria Regulations 2015	sch 2 cl 4	Power to approve the carrying out of an activity referred to in rules 8, 16, 17 and 18 of sch 2	HR Lead	See note above regarding model rules
490911	A	Cemeteries and Crematoria Regulations 2015	sch 2 cl 5(1)	Duty to display the hours during which pedestrian access is available to the cemetery	HR Lead	See note above regarding model rules
490912	A	Cemeteries and Crematoria Regulations 2015	sch 2 cl 5(2)	Duty to notify the Secretary of, (a) the hours during which pedestrian access is available to the cemetery; and (b) any changes to those hours	HR Lead	See note above regarding model rules
490913	A	Cemeteries and Crematoria Regulations 2015	sch 2 cl 6(1)	Power to give directions regarding the manner in which a funeral is to be conducted	HR Lead	See note above regarding model rules
490914	A	Cemeteries and Crematoria Regulations 2015	sch 2 cl 7(1)	Power to give directions regarding the dressing of places of interment and memorials	HR Lead	See note above regarding model rules

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490915	A	Cemeteries and Crematoria Regulations 2015	sch 2 cl 8	Power to approve certain mementos on a memorial	HR Lead	See note above regarding model rules
490916	A	Cemeteries and Crematoria Regulations 2015	sch 2 cl 11(1)	Power to remove objects from a memorial or place of interment	HR Lead	See note above regarding model rules
490917	A	Cemeteries and Crematoria Regulations 2015	sch 2 cl 11(2)	Duty to ensure objects removed under sub rule (1) are disposed of in an appropriate manner	HR Lead	See note above regarding model rules
490918	A	Cemeteries and Crematoria Regulations 2015	sch 2 cl 12	Power to inspect any work being carried out on memorials, places of interment and buildings for ceremonies	HR Lead	See note above regarding model rules
490919	A	Cemeteries and Crematoria Regulations 2015	sch 2 cl 14	Power to approve an animal to enter into or remain in a cemetery	HR Lead	See note above regarding model rules

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490920	A	Cemeteries and Crematoria Regulations 2015	sch 2 cl 16(1)	Power to approve construction and building within a cemetery	HR Lead	See note above regarding model rules
490921	A	Cemeteries and Crematoria Regulations 2015	sch 2 cl 17(1)	Power to approve action to disturb or demolish property of the cemetery trust	HR Lead	See note above regarding model rules
490922	A	Cemeteries and Crematoria Regulations 2015	sch 2 cl 18(1)	Power to approve digging or planting within a cemetery	HR Lead	See note above regarding model rules
490819	A	Planning and Environment Regulations 2015	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	Coord PL Bldg, Dir Com Plc	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.

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490820	A	Planning and Environment Regulations 2015	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	Coord PL Bldg, Dir Com Plc, Snr Stat Plnr	
490868	A	Planning and Environment Regulations 2015	r.25(a)	duty to make copy of matter considered under section 60(1A)(g) available for inspection free of charge	Coord PL Bldg, Dir Com Plc, Snr Stat Plnr	where Council is the responsible authority
490869	A	Planning and Environment Regulations 2015	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	Coord PL Bldg, Dir Com Plc, Snr Stat Plnr	where Council is not the responsible authority but the relevant land is within Council's municipal district

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490821	A	Planning and Environment Regulations 2015	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	Coord PL Bldg, Dir Com Plc	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.
490858	A	Planning and Environment (Fees) Regulations 2016	r 19	Power to waive or rebate a fee relating to an amendment of a planning scheme	Dir Com Plc, Mgr Inv Attrct	
490929	A	Planning and Environment (Fees) Regulations 2016	r 20	Power to waive or rebate a fee other than a fee relating to an amendment to a planning scheme	Dir Com Plc, Mgr Inv Attrct	
490859	A	Planning and Environment (Fees) Regulations 2016	r 21	Duty to record matters taken into account and which formed the basis of a decision to waive or rebate a fee under r 19 or 20	Dir Com Plc, Mgr Inv Attrct	

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490822	A	Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2020	r 7	Function of entering into a written agreement with a caravan park owner	Coord EHO, EHO	
490823	A	Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2020	r 10	Function of receiving application for registration	Coord EHO, EHO	
490995	A	Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2020	r 11	Function of receiving application for renewal of registration	Coord EHO, EHO	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490824	A	Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2020	r 12(1)	Duty to grant the registration if satisfied that the caravan park complies with these regulations	Coord EHO, EHO	
490860	A	Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2020	r 12(1)	Power to refuse to renew the registration if not satisfied that the caravan park complies with these regulations	Coord EHO, Dir Com Plc, EHO	
490825	A	Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2020	r 12(2)	Duty to renew the registration if satisfied that the caravan park complies with these regulations	Coord EHO, EHO	
490996	A	Residential Tenancies (Caravan Parks and Movable Dwellings	r 12(2)	Power to refuse to renew the registration if not satisfied that the	Coord EHO, Dir	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
		Registration and Standards) Regulations 2020		caravan park complies with these regulations	Com Plc, EHO	
490997	A	Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2020	r 12(3)	Duty to have regard to matters in determining an application for registration or an application for renewal of registration	Coord EHO, EHO	
490826	A	Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2020	r 12(4) & (5)	Duty to issue certificate of registration	Coord EHO, EHO	
490827	A	Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2020	r 14(1)	Function of receiving notice of transfer of ownership	Coord EHO, EHO	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490828	A	Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2020	r 14(3)	Power to determine where notice of transfer is displayed	Coord EHO, EHO	
490829	A	Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2020	r 15(1)	Duty to transfer registration to new caravan park owner	Coord EHO, EHO	
490830	A	Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2020	r 15(2)	Duty to issue a certificate of transfer of registration	Coord EHO, EHO	
490831	A	Residential Tenancies (Caravan Parks and Movable Dwellings	r 16(1)	Power to determine the fee to accompany applications for registration	Coord EHO, EHO	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
		Registration and Standards) Regulations 2020		or applications for renewal of registration		
490832	A	Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2020	r 17	Duty to keep register of caravan parks	Coord EHO, EHO	
490833	A	Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2020	r 18(4)	Power to determine where the emergency contact person's details are displayed	Coord EHO, EHO	
490834	A	Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2020	r 18(6)	Power to determine where certain information is displayed	Coord EHO, EHO	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490835	A	Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2020	r 22(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	Coord EHO, EHO	
490836	A	Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2020	r 22(2)	Duty to consult with relevant emergency services agencies	Coord EHO, EHO	
490837	A	Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2020	r 23	Power to determine places in which caravan park owner must display a copy of emergency procedures	Coord EHO, EHO	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490838	A	Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2020	r 24	Power to determine places in which caravan park owner must display copy of public emergency warnings	Coord EHO, EHO	
490839	A	Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2020	r 25(3)	Duty to consult with relevant floodplain management authority	Coord EHO, EHO	
490840	A	Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2020	r 26	Duty to have regard to any report of the relevant fire authority	Coord EHO, EHO	
490841	A	Residential Tenancies (Caravan Parks and Movable Dwellings	r 28(c)	Power to approve system for the collection, removal and disposal of	Coord EHO, EHO	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
		Registration and Standards) Regulations 2020		sewage and waste water from a movable dwelling		
490842	A	Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2020	r 40	Function of receiving notice of proposed installation of unregistrable movable dwelling or rigid annexe	Coord EHO, EHO	
490843	A	Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2020	r 40(b)	Power to require notice of proposal to install unregistrable movable dwelling or rigid annexe	Coord EHO, EHO	
490844	A	Residential Tenancies (Caravan Parks and Movable Dwellings Registration and	r 41(4)	Function of receiving installation certificate	Coord EHO, EHO	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
		Standards) Regulations 2020				
490845	A	Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2020	r 43	Power to approve use of a non-habitable structure as a dwelling or part of a dwelling	Dir Com Plc	
490846	A	Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2020	sch 3 cl 4(3)	Power to approve the removal of wheels and axles from unregistrable movable dwelling	MBS	
546509	A	Residential Tenancies Regulations 2021	sch 4 cl 3(a)(iii)	Power to approve any other toilet system	MBS	
490847	A	Road Management (General) Regulations 2016	r 8(1)	Duty to conduct reviews of road management plan	Dir Infra, Mgr Strat Asst Mgt	

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490848	A	Road Management (General) Regulations 2016	r 9(2)	Duty to produce written report of review of road management plan and make report available	Dir Infra, Mgr Strat Asst Mgt	
490926	A	Road Management (General) Regulations 2016	r 9(3)	Duty to give notice where road management review is completed and no amendments will be made (or no amendments for which notice is required)	Dir Infra, Mgr Strat Asst Mgt	Where Council is the coordinating road authority
490849	A	Road Management (General) Regulations 2016	r.10	Duty to give notice of amendment which relates to standard of construction, inspection, maintenance or repair under s 41 of the Act	Dir Infra, Mgr Strat Asst Mgt	
490927	A	Road Management (General) Regulations 2016	r 13(1)	Duty to publish notice of amendments to road management plan	Dir Infra, Mgr Strat Asst Mgt	where Council is the coordinating road authority

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490850	A	Road Management (General) Regulations 2016	r 13(3)	Duty to record on road management plan the substance and date of effect of amendment	Dir Infra, Mgr Strat Asst Mgt	
490851	A	Road Management (General) Regulations 2016	r 16(3)	Power to issue permit	Dir Infra, Mgr Engr, Mgr Ops	Where Council is the coordinating road authority
490852	A	Road Management (General) Regulations 2016	r 18(1)	Power to give written consent re damage to road	Dir Infra, Mgr Engr, Mgr Ops, Mgr Strat Asst Mgt	Where Council is the coordinating road authority
490853	A	Road Management (General) Regulations 2016	r 23(2)	Power to make submission to Tribunal	Dir Infra	Where Council is the coordinating road authority
490928	A	Road Management (General) Regulations 2016	r 23(4)	Power to charge a fee for application under s 66(1) Road Management Act	Dir Infra	Where Council is the coordinating road authority

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490854	A	Road Management (General) Regulations 2016	r 25(1)	Power to remove objects, refuse, rubbish or other material deposited or left on road	Mgr Engr, Mgr Ops	Where Council is the responsible road authority
490855	A	Road Management (General) Regulations 2016	r 25(2)	Power to sell or dispose of things removed from road or part of road (after first complying with regulation 25(3))	Dir Infra	Where Council is the responsible road authority
490856	A	Road Management (General) Regulations 2016	r 25(5)	Power to recover in the Magistrates' Court, expenses from person responsible	Dir Infra	
490924	A	Road Management (Works and Infrastructure) Regulations 2015	r 15	Power to exempt a person from requirement under cl 13(1) of sch 7 of the Act to give notice as to the completion of those works	Dir Infra	Where Council is the coordinating road authority and where consent given under s 63(1) of the Act

ID	Status Code	Delegation Source	Provision	Item Delegated	Delegate	Conditions & Limitations
490925	A	Road Management (Works and Infrastructure) Regulations 2015	r 22(2)	Power to waive whole or part of fee in certain circumstances	Dir Infra	Where Council is the coordinating road authority



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1. PURPOSE

The purpose of this policy is to:

- Provide policy and guidance to the Council to allow consistency and control over procurement activities
- Promote open and fair competition and provide value for money
- Demonstrate benefit to ratepayers when procuring goods, services and works on behalf of Council
- Provide guidance on ethical behaviour in Council purchasing
- Demonstrate the application of elements of best practice in purchasing
- Increase the probability of obtaining the best outcome when procuring goods, services and works.

2. INTRODUCTION

Section 108 of the *Local Government Act 2020* (the Act) requires Council to prepare and adopt a Procurement Policy which specifies the principles, processes and procedures to be applied to all purchases of goods and services by Council, including for the carrying out of works. The policy must seek to promote open and fair competition and provide value for money. Any opportunities for collaboration with other Councils or public bodies should also be explored.

Council must adopt the first Procurement Policy within six months of the commencement of this section of the Act and the policy must be reviewed at least once during each four-year Council term.

This policy has been written with reference to the Victorian Local Government Best Practice Procurement Guidelines 2013.

When circumstances exist which are deemed to warrant a variation to this policy, Council retains the right to vary this policy by resolution of Council, within the provisions of the Act.

All amounts noted in this policy are inclusive of GST.

3. SCOPE

This policy applies to all contracting and procurement activities at Horsham Rural City Council (HRCC) and is binding upon Councillors, Council officers, temporary employees, volunteers and members of delegated committees, contractors and consultants engaged by the Council.

4. PRINCIPLES

4.1 ETHICS AND PROBITY

4.1.1 Requirement

Council's procurement activities shall be performed with integrity and in a manner able to withstand the closest possible scrutiny. Ethics and probity considerations should also take in to account the HRCC Councillor and Staff Codes of Conduct.

4.1.2 Conduct of Councillors and Council Staff

Councillors and Council staff shall at all times conduct themselves in ways that are, and are seen to be, ethical and of the highest integrity and will:

- Treat potential and existing suppliers with equality and fairness
- Not seek or receive personal gain

- Maintain confidentiality of Commercial in Confidence information such as contract prices and other sensitive information
- Present the highest standards of professionalism and probity
- Comply with the respective codes of conduct
- Deal with suppliers in an honest and impartial manner that does not allow conflicts of interest
- Provide all suppliers and tenderers with the same information and equal opportunity
- Be able to account for all decisions and provide feedback on them.

Council staff with responsibility for managing or supervising contracts are prohibited from performing any works in a private capacity under the contract they are supervising.

4.1.3 Members of Professional Bodies

Councillors and Council staff belonging to professional organisations shall, in addition to the obligations detailed in this policy, ensure that they adhere to any code of ethics or professional standards required by that body.

4.1.4 Tender Processes

All tender processes shall be conducted in accordance with the requirements of this policy and any associated guidelines and procedures, relevant legislation, relevant Australian Standards and the Act. Council will only accept electronic tender submissions via the E Procure portal on the HRCC website. Hard copy tender submissions will not be accepted.

4.1.5 Government Funding

Where funding has been sought and received through the State and/or Federal Government to undertake projects, all procurement activities surrounding the expenditure of these funds must comply with this policy. This applies to Council projects, delegated and advisory committee projects and where Council has sought funding on behalf of a community group.

4.1.6 Conflict of Interest

Councillors and Council staff shall at all times avoid situations in which private interests conflict, or might reasonably be thought to conflict, or have the potential to conflict, with their Council duties.

Councillors and Council staff involved in the procurement process, in particular preparing tender documentation, including writing tender specifications, tender opening, and tender evaluation panels, must:

- **Avoid** conflicts, whether general or material, arising between their official duties and their private interests. Private interests include the financial and other interests of Councillors and Council staff, plus their relatives and close associates (*Local Government Act 2020*, sections 127 and 128).
- **Declare** that there is no conflict of interest. Where future conflicts, or relevant private interests arise, Council Staff must make their manager, or the chairperson of the relevant tender assessment panel aware and allow them to decide whether the officer should continue to be involved in the specific procurement exercise.
- **Observe** prevailing Council and Victorian Government guidelines on how to prevent or deal with conflict of interest situations; and not take advantage of any tender related information whether or not for personal gain.

4.1.7 Fair and Honest Dealing

All prospective contractors and suppliers must be afforded an equal opportunity to tender or quote. Impartiality must be maintained throughout the procurement process so it can withstand public scrutiny. The commercial interests of existing and potential suppliers must be protected.

Confidentiality of information provided by existing and prospective suppliers must be maintained at all times, particularly commercially sensitive material such as, but not limited to prices, discounts, rebates, profit, manufacturing and product information.

At the close of the tender process, Council will release the name and amount of the winning bid publicly where a Request for Tender process has been conducted, or privately to unsuccessful suppliers where a Request for Quotation process has been conducted.

4.1.8 Gifts, Benefits and Hospitality

Councillors and Council staff involved in procurement activities must adhere to the requirements of the Gifts, Benefits and Hospitality Policy (available on the HRCC website).

Council has a preference for no gifts. As a general principle, Councillors and staff will:

- Decline any offer of gifts, benefits or hospitality in a way that will not cause offence
- Not make a request for the provision of gifts, benefits or hospitality a condition of any financial or in-kind support to an external party.

Councillors and staff must avoid situations giving rise to the appearance that a person or body, through the provision of gifts, benefits or hospitality of any kind, is attempting to gain favourable treatment from an individual Councillor, staff member or from Council. They must also take reasonable steps to ensure that their immediate family members do not receive gifts or benefits that give rise to the appearance of an attempt to gain favourable treatment.

Councillors and staff must refuse offers:

- Likely to influence them, or be perceived to influence them, in the course of their duties or that raise a general or material conflict of interest
- That could bring them, or Council into disrepute
- Made by a person or organisation about which they will likely make or influence a decision (this also applies to processes involving grants, sponsorship, regulation, enforcement or licensing), particularly offers:
 - Made by a current or prospective supplier
 - Made during a procurement or tender process by a person or organisation involved in the process
 - Made by someone with a planning or other application with Council
 - Where Council is involved in a dispute with another party
- Likely to be a bribe or inducement to make a decision or act in a particular way
- That extend to their relatives or friends
- Of money, or used in a similar way to money, or something easily converted to money (refer to 3.3.11 Prohibited Gifts)
- Where, in relation to hospitality and events, the CEO considers the organisation will already be sufficiently represented to meet its business
- Where acceptance could be perceived as endorsement of a product or service, or acceptance would unfairly advantage the sponsor in future procurement decisions
- Made by a person or organisation with a primary purpose to lobby Council, Councillors or staff
- Made in secret.

Refer to the Gifts, Benefits and Hospitality Policy (Policy No A04/029).

4.1.9 Disclosure of Information

Commercial in-confidence information received by the Council must not be disclosed and is to be stored in a secure location.

Councillors and Council staff are to protect, by refusing to release or discuss the following:

- Allocated Council budgets where information may prejudice the tender process (except where a Council budget may be identified within the public budget documentation)
- Information disclosed by organisations in tenders, quotations or during tender negotiations
- All information that is Commercial in Confidence information
- Pre-contract information including but not limited to information provided in quotes and tenders or subsequently provided in pre-contract negotiations.

Councillors and Council staff are to avoid references to current or proposed contracts in discussion with acquaintances or outside interests.

Communication with potential suppliers regarding the quotation/tender in question, during the tendering process must be managed via the eProcure portal. Councillors or Council staff must not have any direct communication with suppliers in relation to the specific tender, during this phase.

At no stage should any discussion be entered into which could have potential contractual implications prior to the contract approval process being finalised.

4.1.10 Fraudulent and Corrupt Procurement

Council is committed to combating Fraud and Corruption. All Council employees and representatives must take appropriate action to prevent and report suspected fraud or corruption particularly within their area of responsibility. Any suspected fraud or corruption must be reported immediately.

Reports of suspected fraud or corruption can be reported by making a protective disclosure under the *Public Interest Disclosures Act 2012 (PID Act)* which will guarantee the Council employee or representative anonymity. Alternatively, concerns may be reported to the relevant Director or Chief Executive Officer.

Refer to the Public Interest Disclosures Procedure (Procedure No P04/010).

4.2 GOVERNANCE

4.2.1 Structure

Council has in place a procurement management responsibility structure and delegations ensuring accountability, traceability and auditability of all procurement decisions made over the lifecycle of all goods, services and works procured by Council.

Council shall ensure that Council's procurement structure:

- Is flexible enough to purchase in a timely manner the diverse range of material, goods, works and services required by Council
- Ensures that prospective contractors and suppliers are afforded an equal opportunity to tender/quote
- Encourages open and fair competition
- Provides value for money.

4.2.2 Standards

Council's procurement activities shall be carried out to the professional standards required by best practice and in compliance with:

- The *Local Government Act 2020*
- Council's policies and procedures
- Council's Councillor and Staff Codes of Conduct
- Local Government Best Practice Procurement Guidelines 2013
- Other relevant legislative requirements such as but not limited to the *Trade Practices Act*, *Goods Act* and the relevant provisions of the *Competition and Consumer Act 2010* and the *Environmental Protection Act* and consistent with the *Victorian Charter of Human Rights and Responsibilities Act 2006*.

4.2.3 Methods

Council's standard methods for purchasing goods, services and works shall be by some or all of the following methods:

- Procurement card (no purchase order is required for this method of procurement)
- Purchase order following a request for quotation process from suppliers for goods, services and works that represent best value for money under adopted quotation thresholds
- Under contract following a tender process
- Where practical, using collaborative or aggregated purchasing arrangements with other Councils through Wimmera Regional Procurement Network, Municipal Association Victoria (MAV) Procurement, Procurement Australia, VicFleet, State Government Contracts, or other authorised bodies
- Contracts entered into under an arrangement approved by the Minister for Local Government.

The Council may conduct one stage or multi-stage tenders.

Multi-stage tender processes will commence with a publicly advertised expression of interest stage followed by a tender process involving the organisation's selected supplier/s as a consequence of the expression of interest stage.

All procurement opportunities above the thresholds set by Council will be publicly advertised on the HRCC website and in regional newspapers. Where the procurement is of a complex or specialised nature or will exceed a budget of \$5 million, tenders will be advertised in a State and/or National newspaper.

4.2.4 Collaborative Procurement

Wherever possible, opportunities for collaboration with other Councils or public bodies will actively be sought. Where a collaborative procurement process is undertaken and HRCC is the lead Council, the HRCC Procurement Policy will be the prevailing Procurement Policy.

Where a collaborative procurement process is undertaken and HRCC is not the lead Council, a review of the lead Council's Procurement Policy will be undertaken to ensure Council is entering into procurement activities aligned with its own policy.

4.2.5 Responsible Financial Management

The principle of responsible financial management shall be applied to all Council's procurement activities.

Accordingly, to give effect to this principle, the availability of existing funds within an approved budget, or source of funds, shall be established prior to the commencement of any procurement action for the supply of goods, services or works.

Council staff must not authorise the expenditure of funds in excess of their financial delegations.

Council funds must be used efficiently and effectively to procure goods, services and works and every attempt must be made to promote open and fair competition and ensure that a proposed contract provides value for money without compromising any of the procurement principles set out in this policy.

4.3 PROCUREMENT THRESHOLDS AND COMPETITION

4.3.1 Principles to be applied to the Procurement Process

(a) Best Value

Council's procurement activities will be carried out on the basis of promoting open and fair competition, and providing value for money to ensure that resources are used efficiently and effectively to benefit the community.

The benefits of the purchase are weighted against the costs necessary for the optimum result for the Council and local community. Council is not required to accept the lowest tender. Instead, Council is required to take into account issues of quality, cost, accessibility of the service and other factors relevant to the overall objectives of the Act.

Best Value is sometimes mistaken for meaning the lowest price, however, in terms of the contracting process, Best Value requires Council to balance quality and price with as much transparency as is reasonably achievable. In this context price should take into account the whole life cost of the procurement so far as is practicable. It follows that the delivery of Best Value is dependent upon Council priorities.

Achieving Best Value also requires *challenging* the need for the procurement and the way in which the service may be reconfigured to achieve improvements in service delivery, *comparing* service provision options against all those available, *consulting* with key stakeholders and ensuring *competition* in the open market.

Above all, a Council must determine that the tender represents 'value for money' to their community through undertaking their own analysis of the benefits of the contract on offer.

(b) Open and Fair Competition

Council will promote open and fair competition and all prospective suppliers will have access to the same information. During the request for quotation or public tender process, all prospective suppliers must be afforded an opportunity to provide a quotation or tender submission. The commercial interests of suppliers and potential suppliers must be protected.

LATE TENDERS WILL NOT BE ACCEPTED UNDER ANY CIRCUMSTANCES.

4.3.2 Accountability

Council maintains consistency in its approach to procurement across the whole organisation through coherent frameworks, policies and procedures. Accountability in procurement means being able to explain and provide evidence on the process followed.

The test of accountability is that an independent third party must be able to see clearly that a process has been followed and that the process is fair and reasonable. Therefore, the processes by which all HRCC procurement activities are conducted will be in accordance with the principles set out in this policy and the associated Procurement Procedure, along with other relevant Council policies and procedures.

Additionally:

- All Council staff must be able to account for all procurement decisions made over the lifecycle of all goods, services and works purchased by the Council and provide feedback on them
- All procurement activities are to provide for an audit trail for monitoring and reporting purposes.

4.3.3 Risk Management

Council will manage all aspects of its procurement processes in accordance with the HRCC Risk Management Policy and in such a way that all risks, including Occupational Health and Safety are identified, analysed, evaluated, managed, monitored and communicated.

4.3.4 Probity and Transparency

Councillors and Council staff (and all persons engaged in procurement on Council's behalf) must exercise the highest standards of integrity in a manner able to withstand the closest possible scrutiny. All staff have an overriding responsibility to act impartially and with integrity, avoiding conflicts of interest (refer to section 4.1.6 Conflict of Interest).

4.3.5 HRCC Purchasing Thresholds (Inclusive of GST)

Council has determined that procurement shall be conducted following the thresholds and methods listed in the tables below.

GOODS , WORKS AND SERVICES (all amounts are inclusive of GST)			
Procurement between		Minimum Number of Quotes	Method of Obtaining Quotes
\$0	\$1,000	NIL	N/A
\$1,001	\$3,000	1	Verbal
\$3,001	\$15,000	1	Written
\$15,001	\$150,000	3	Public Request for Quotation Process
	Over \$150,000	Public Tender Process	Public Tender Process

Although this table represents the minimum number of quotations required, it is considered good practice to obtain additional quotes where possible.

There may also be situations for procurement below the threshold where a public tender is preferred, or prudent, managing risk considerations are paramount, or there is a desire for greater transparency of the procurement.

4.3.6 Procurement through Municipal Association of Victoria (MAV), Procurement Australia and State Government Contracts (VicFleet)

Procurement through contracts entered into via State Government Contracts, MAV Procurement or Procurement Australia still need to be undertaken in accordance with the above thresholds to ensure local suppliers have every opportunity to bid on Council works, goods and services.

4.3.7 Request for Quotations (RFQ)

Request for Quotation is required where the procurement threshold is between \$15,001 and \$150,000.

All requests for quotations will be undertaken through the eProcure Portal. The procurement principles for seeking a RFQ are the same as seeking a Request for Tender, however, the documentation may be less formal, depending on level of risk associated the procurement of the goods, services or works being sought.

RFQs will be made available as a public opportunity to all suppliers and advertised in the same manner as a Request for Tender (RFT).

4.3.8 Tenders

Where the estimated value of a Contract will exceed \$150,000, Council will publicly advertise the opportunity in accordance with Item 4.2.3 Methods of this policy.

Public tenders may be called for the purchase of goods, services and works for which the estimated expenditure is below the thresholds in certain circumstances or where there is a high level of risk.

The tender thresholds shall apply based on aggregated spend over two financial accounting periods. It is a breach of this policy to separate a single supply or service into parts with the purpose of issuing two or more purchase orders which combined exceed procurement thresholds.

4.3.9 Supply Contracts

Where procurement is to be undertaken through an established supply contract, quotations are not required to be sought however, there may be times when quotations are appropriate, particularly with the provision of works or services where there is more subjectivity around what is required than with the purchasing of goods. Individual discretion and risk analysis is required.

4.3.10 Procuring Loans

Loans are considered to be contracts of loan and not contracts for goods, services or the carrying out of works. They are therefore not subject to the Procurement Policy and Procedure.

When raising loan funds, Council will consider value for money, together with transparency and accountability requirements, and will undertake a public tender process.

4.3.11 Evaluation Panels

(a) Appointment of Panel Members

The relevant Project Manager will be responsible to recruit members to the panel. A minimum of three staff members will form the panel membership for evaluation of Tenders.

The following panel membership composition applies to the evaluation of Quotations:

- Where the value of the RFQ is anticipated to be less than \$30,000 – one evaluator required
- Where the value of the RFQ is anticipated to be between \$30,001 and \$50,0000 – two evaluators are required
- Where the value of the RFQ is anticipated to be greater than \$50,001 – three evaluators are required.

Where a Director has the delegated authority to accept the recommendation of the evaluation panel, the Director must not form part of the evaluation panel, unless the recommendation of the panel is to be determined by the Chief Executive Officer.

(b) Criteria for Panel Members

Panel members must have the appropriate skills and knowledge to evaluate tender responses. The panel membership should aim to include:

- Department Manager
- One staff member with appropriate level of understanding and expertise around the project under evaluation
- One member from another unit or department.

(c) External Panel Members

Where the tender is of a specific or technical nature, an external specialist in the field may be recruited to sit on the panel to provide technical advice. The specialist will not have voting rights, but must be bound by the same probity regulations and guidelines as Council staff.

4.3.12 Evaluation Criteria

Council may include the following evaluation criteria categories to determine whether a proposed contract provides value for money:

- Capacity of the tenderer to provide the goods and/or services and/or works
- Capability of the tenderer to provide the goods and/or services and/or works
- Demonstration of sustainability
- Tendered price
- Local content.

4.3.13 Whole of Life Assessment

Tendered price may be evaluated on a whole-of-life basis. If so, tenderers are to be advised that the basis of the price assessment will be whole-of-life costing, and tenderers are to be provided information on the operating regime of the item being tendered, so that they can provide information about:

- Operating costs
- Maintenance costs
- End of life value / decommissioning costs
- Other information.

4.3.12 Exemptions from Quotation/Tender Process

An exemption from the procurement process may be granted by the Chief Executive Officer or Delegate, under exceptional circumstances only.

Justifiable reasons that the Chief Executive Officer or their delegate may approve an Exemption from all procurement processes are:

- (a) Where the need is extremely urgent and there is insufficient time to seek quotations
- (b) Where there is a sole source of supply for the goods (previously proven)
- (c) Where the office has recently sought quotations from suppliers for a similar project/product and can validate that the source of supply will provide best value for money, and is certain that obtaining quotations would not be cost effective
- (d) The acquisition is of a cultural or artistic nature

- (e) Procurement as a result of emergency. An emergency is an immediate response to a natural disaster or a declared emergency
- (f) Extension of Contract while is at market or in the preparedness for market
 - Allows Council to extend an existing contract where the procurement process to replace the contract has commenced or is in the process of commencing
- (g) Novated Contracts
 - Where the initial contract was entered into in compliance with the Act and due diligence has been undertaken in respect to the new party
- (h) Information technology resellers and software developers
 - Allows Council to renew software licenses and maintenance and support, or upgrade existing systems, where there is only one supplier of the software who holds the intellectual property rights to the software
- (i) Procurement through VicFleet
- (j) Statutory Compulsory Monopoly Insurance Schemes
 - Motor vehicle compulsory third party
 - WorkCover
- (k) Professional services
 - Legal Services
 - Advisory Services – Freedom of Information requests
 - Insurance

Under these circumstances, the Chief Executive Officer may authorise the procurement process once the completion of an Exemption from Procurement Policy Declaration Form has been completed and uploaded during the requisition process.

4.3.13 Purchases Through Auctions

Auctions are a potential alternative method for acquisition in some circumstances.

Ascertaining best value for money will be determined in the following manner:

- Background research must be done to determine the value of the product based on it being sourced from other suppliers, this may include formal quotations.
- The number of suppliers researched must be the same as the number of quotes required to be obtained as per this policy, for the value of the product, if direct purchase was to occur.
- This research will be used to set a maximum bid.

Once compiled, the above information must to be submitted to the Chief Executive Officer for authorisation to proceed via auction, which may not necessarily be approved.

4.3.14 Cumulative Purchasing Calculation Period

For the purposes of calculating cumulative amounts from one supplier (or source and inclusive of GST), the totals for two financial years shall constitute the period limitation of such calculations, however, when identifying estimates of procurement value for the purpose of determining the relevant threshold, the full anticipated contract period for the procurement should be taken in to account. (This is particularly applicable to software agreements that extend for more than a single year but may also be relevant to other contracts).

4.4 DELEGATION OF AUTHORITY

The Delegations Register defines the limitations that the Chief Executive Officer has delegated to nominate Council staff to undertake procurement activities. Procurement delegations ensure accountability and provide confidence to Council and the public that purchasing activities are dealt with at the appropriate level.

4.4.1 Council Staff

Council maintains a register of procurement delegations, identifying the Council staff authorised to make such procurement commitments in respect of goods, services and works on behalf of the Council and their respective delegations of duties:

- Acceptance of tenders
- Acceptance of quotes
- Contract term extensions (within authorised budget)
- Contract variations (non-financial)
- Credit Card purchases
- Procedural exceptions.

4.4.2 Authority to Approve Financial Contract Variation

Under Council's Delegation of Duties – Financial Delegations:

- A Department Manager is authorised to approve contract variations to the value of \$22,000 per contract within the allowable project budget
- A Director is authorised to approve contract variations to the value of \$55,000 per contract within the allowable project budget
- The Chief Executive Officer may approve contract variations above \$50,000 but do not exceed \$275,000 per contract
- Variations above \$275,000 per contract must be approved via a resolution of Council.

Where the cumulative contract variation exceeds the delegation of the Chief Executive Officer i.e. \$275,000, all further variations must be approved via a resolution of Council.

All variations must be reported through the monthly Finance and Performance report to the Executive Management Team.

4.4.3 Delegations Reserved for the Council

Commitments and processes which exceed the Chief Executive Officer's delegation and which must be approved by the Council are:

- Sealing of contract documents (Council does not require contracts to be sealed so this may only occur in exceptional circumstances)
- Tender recommendations and contract approvals that exceed the Chief Executive Officer's delegation.
- Variations above \$275,000 per contract.

4.5 INTERNAL CONTROLS

Council will install and maintain a framework of internal controls over procurement processes that will ensure:

- More than one person is involved in and responsible for a transaction end to end
- Transparency in the procurement process
- A clearly documented audit trail exists for procurement activities
- Appropriate authorisations are obtained and documented
- Systems are in place for appropriate monitoring and performance measurement.

4.6 RISK MANAGEMENT

4.6.1 General

Risk Management is to be appropriately applied at all stages of procurement activities, and will be properly planned and carried out in a manner that will protect and enhance Council's capability to prevent, withstand and recover from interruption to the supply of goods, services and works.

For all procurement activity over \$150,000 a Tender Initiation form must be completed.

4.6.2 Supply by Contract

The provision of goods, services and works by contract potentially exposes the Council to risk. Council will minimise its risk exposure by measures such as:

- Implementing a robust, systematic and unbiased tender evaluation and due diligence process
- Ensuring contractors have appropriate public liability and professional indemnity insurance, OHS plans and procedures, quality assurance, permits to work and other relevant practices in place
- Identify any potential risk associated with the project and take appropriate action to mitigate
- Requiring security deposits where appropriate
- Referring specifications to relevant experts
- Requiring all contractual documents to be lodged before the commencement of work
- Use of or reference to relevant Australian Standards (or equivalent)
- Effectively managing the contract including monitoring and enforcing performance.

4.7 CONTRACT TERMS

All contractual relationships must be documented in writing based on Australian standard terms and conditions, VicRoads Terms and Conditions or a suite of Contract Terms and Conditions developed by Council's lawyers or solicitors. Special instructions included on a purchase order will also form part of the contractual terms.

To protect the best interests of the Council, terms and conditions must be settled in advance of any commitment being made with a supplier. Any exceptions to doing this expose the Council to risk.

4.8 DISPUTE RESOLUTION

All Council contracts shall incorporate dispute management and alternative dispute resolution provisions to minimise the chance of disputes getting out of hand and leading to legal action.

4.9 CONTRACT MANAGEMENT

The purpose of contract management is to ensure that the Council, and where applicable its clients, receive the goods, services or works provided to the required standards of quality and quantity as intended by the contract by:

- Establishing a system monitoring and meeting the responsibilities and obligations of both parties under the contract
- Providing a means for the early recognition of issues and performance problems and the identification of solutions
- Adhering to relevant Occupational Health and Safety Contractor Compliance Procedures.

All Council contracts are to include contract management requirements and will be proactively managed by the Project Manager/Contract Superintendent of the project for delivery of the contracted goods, services or works to ensure the Council receives value for money.

4.10 NEW SUPPLIERS

Minimum checks for new suppliers with prospective business in excess of \$150,000, include:

- Search of Company register
- ABN verification
- Insurance certificate of currency.

New suppliers exceeding or potential to exceed \$500,000 are subject to robust due diligence checks. Checks should be undertaken using a recognised institution that specialises in researching and reporting of company backgrounds, financial viability, credit ratings, industry benchmarking and risk assessments.

4.11 APPROACH

This policy will be facilitated by:

- Developing, implementing and managing procurement strategies that support the co-ordination and streamlining of activities throughout the lifecycle
- Effective use of open and fair competition
- Using aggregated contracts where appropriate
- Identifying and rectifying inefficiencies in procurement processes
- Developing cost efficient tender processes including appropriate use of e-solutions
- Council staff responsible for providing procurement services or assistance within the Council providing competent advice in terms of available products and agreements
- Working with suppliers to create relationships that are professional and productive, and are appropriate to the value and importance of the goods, services and works being acquired.

4.12 ROLE OF SPECIFICATIONS

The principle to be applied is that specifications should focus on outputs, solutions or outcomes rather than detailing inputs and process. They should be written clearly so as to allow prospective suppliers to offer to provide goods, services or works required by Council and accurately determine their costs, so that Council can avoid claims for variations.

Specifications used in quotations and tenders are to support and contribute to Council's Best Value objectives through being written in a manner that:

- Clearly defines the objective of the contract
- Ensures impartiality and objectivity through establishment of clear evaluation criteria and weightings
- Clearly defines the Council's requirements
- Uses industry or Australian standards where practicable
- Encourages the use of standard products
- Encourages sustainability
- Eliminates unnecessarily stringent requirements.

4.13 CORPORATE SOCIAL RESPONSIBILITY

Corporate Social Responsibility (CSR) is about taking positive action to demonstrate the Council's commitment to the local community and environment on which it impacts. This means the Council maximising the benefits of the services they provide across the community and minimising the negative aspects of their activities.

Social Procurement generates positive outcomes by building on initiatives already undertaken by the Council in enhancing sustainable and strategic procurement practice, further enabling procurement to effectively contribute towards building stronger communities and meeting the social objectives of the Council.

Council is committed to Social Procurement by:

- Ensuring all procurement practices are sustainable and strategically aligned with the wider Council objectives
- Achieving greater value for money across the community through the use of effective procurement
- Ensuring all businesses have the same opportunity to tender for Council contracts
- Where practical, enhancing partnerships with other Councils, suppliers and community stakeholders
- Supporting procurement from local businesses where purchases can be justified on value for money grounds.

4.14 SUSTAINABLE PROCUREMENT

Council recognises it has an implicit role in furthering sustainable development, through its procurement of goods, and services and works.

In addition, Council recognises the potential impact this spend has on the environment and where applicable will integrate sustainability, environmental and social issues into the procurement process.

Council aims to achieve this by:

- Taking into account the need to minimise greenhouse gas emissions and reducing the negative impacts of transportation when purchasing goods and services
- Taking steps to minimise carbon dioxide and other greenhouse gas emissions through the detailed consideration of products and services procured
- Considering the basic life cycle analysis of products to minimise the adverse effects on the environment resulting directly or indirectly from products
- Consider Fair-trade, or equivalent, and ethically sourced and produced goods and services
- Working with local suppliers to ensure they are encouraged to bid for Council's business in line with the Procurement Policy
- Record and manage all procurement and contractual documentation including relevant correspondence through works and service delivery life-cycle, so that accessing any stored information, at any time, would be stream-lined.

4.15 DIVERSITY

Promoting equality through procurement can improve competition, value for money, the quality of public services, satisfaction among users, and community relations. Diversity should be a consideration in every procurement project and reflect corporate commitment to diversity and equal opportunities wherever possible.

4.16 SUPPORT OF LOCAL BUSINESS

Council recognises that it is a major purchaser of goods, services and works and that its procurement practices have the potential to impact the local economy. Council will endeavour to support businesses and industries within the municipality where such purchases can be justified in achieving best value for money.

4.17 ABORIGINAL AND TORRES STRAIT ISLANDER PROCUREMENT

Council will endeavour to engage in procurement activity with Aboriginal and Torres Strait Islander businesses wherever opportunities arise and will ensure there are no barriers preventing procurement of works, goods and services with Aboriginal and Torres Strait Islander businesses. Council encourages and supports the use of the Supply Nation website when sourcing suppliers for procurement activity. The Supply Nation website is Australia's leading database of verified Indigenous businesses.

4.18 OTHER MATTERS

4.18.1 Apply a Consistent and Standard Approach

Council will provide effective and efficient commercial arrangements for the acquisition of works, goods and services.

4.18.2 Standard Processes

Council will provide effective commercial arrangements covering the acquisition of works, goods and services across the Council to enable employees to source requirements in an efficient manner.

This will be achieved via establishing the following:

- Pricing where relevant
- Tools and business systems (e.g. e-tendering)
- Procurement Procedures
- Reporting requirements
- Application of standard contract terms and conditions.

4.18.3 Management Information

Council seeks to improve its performance by capturing and analysing procurement management information in a variety of areas, including:

- Volume of spend
- Number of transactions per supplier
- Compliance
- Supplier performance
- User satisfaction.

4.18.4 Build and Maintain Supply Relationships

Council recognises that in order to achieve sustainable value, a strategic assessment of the appropriate 'channel to market' should be undertaken – whether to go to market on its own, participate in regional or sector aggregated projects or panels, access State Government panel agreements or other means. Council will consider supply arrangements that deliver the Best Value outcomes in terms of time, expertise, cost, value and outcome.

4.18.5 Developing and Managing Suppliers

Developing and managing suppliers is essential to achieving a competitive market capable of delivering the Council's services and works requirements. Council needs to interact with the market and its suppliers in particular to understand their views and what enables and encourages diverse parts of the market to bid for work with Council.

At the same time, Council will ensure that its relationship with strategic suppliers is mutually productive and that goals are shared. Council aims to develop a relationship with suppliers that create mutually advantageous, flexible and long term relations based on the quality of performance and value for money.

4.18.6 Relationship Management

Council is committed to developing constructive long-term relationships with suppliers. It is important that Council identifies its key suppliers so that its efforts are focused to best effect. Such areas may include the size of spend across Council, criticality of goods / services, to the delivery of the Council's services and availability of substitutes.

4.18.7 Review Process

Council endeavours to continually improve its procurement performance, and that all relevant policies, guidance and training are continually reviewed and updated. The effectiveness of this approach will be measured and reported upon annually.

5. COMMUNICATION

This policy will be published on the HRCC website at www.hrcc.vic.gov.au and a hard copy provided by contacting the Customer Service department at the Civic Centre Municipal Offices, 18 Roberts Avenue, Horsham or by telephoning 03 5382 9777.

6. RESPONSIBILITY

Policy Owner: Director Corporate Services

7. DEFINITIONS

Term	Meaning
Act	<i>Local Government Act 2020</i>
Best Value	Best Value in Procurement is about selecting the supply of goods, services and works taking into account both cost and non-cost factors including: <ul style="list-style-type: none"> • contribution to the advancement of the Council's priorities • non-cost factors such as fitness for purpose, quality, service and support • cost-related factors including whole-of-life costs and transaction costs associated with acquiring, using, holding, maintaining and disposing of the goods, services or works
Commercial in Confidence	Information that, if released, may prejudice the business dealings of a party. For example prices, discounts, rebates, profits, methodologies and process information, etc
Contract Management	The process that ensures both parties to a contract, fully meet their respective obligations as efficiently and effectively as possible, in order to deliver the business and operational objectives required from the contract and in particular, to provide value for money
Corporate Social Responsibility	Corporate Social Responsibility (CSR) is about taking positive action to demonstrate the Council's commitment to the local community and environment on which it impacts
Council Staff	Includes full-time and part-time Council officers, and temporary employees, volunteers, contractors and consultants while engaged by the Council and Committees of Management under Section 86 of the Act
Expression of Interest (EOI)	An invitation for persons to submit an EOI for the provision of Works, Goods and/or Services generally set out in the overview of requirements contained in the document. This Invitation is not an offer or a contract
Probity	The dictionary definition of probity refers to uprightness, honesty, proper and ethical conduct and propriety in dealings. Within government, the word "probity" is often used in a general sense to mean "good process." A Procurement process that conforms to the expected standards of probity is one in which clear and transparent procedures that are consistent with the Council's policies and legislation are established, understood and followed from the outset. These procedures need to consider the legitimate interests of suppliers and ensure that all potential suppliers are treated equitably
Procurement	Procurement is the whole process of acquisition of external goods, services and works. This process spans the whole life cycle from initial concept through to the end of the useful life of an asset (including disposal) or the end of a service contract

Term	Meaning
Request for Tender (RFT)	The process of inviting parties to submit a bid by tender through the eprocure portal followed by evaluation of submissions and selection of a successful bidder or tenderer
Request for Quote (RFQ)	The process of inviting parties to submit a quotation through the eprocure portal followed by evaluation of submissions and selection of a successful bidder or tenderer
Social Procurement	Social procurement uses procurement processes and purchasing power to generate positive social outcomes in addition to the delivery of efficient goods, services & works
Sustainability	Activities that meet the needs of the present without compromising the ability of future generations to meet their needs

8. SUPPORTING DOCUMENTS

Document	Location
Victorian Local Government – Best Practice Procurement Guidelines - 2013	www.dpcd.vic.gov.au
Treasury & Finance, State Government Victoria (VicFleet)	www.dtf.vic.gov.au/vicfleet
Councillor Code of Conduct	HRCC Website
Staff Code of Conduct	Intranet
Fraud and Corruption Policy	Intranet
Conflict of Interest Procedure	Intranet
Gifts, Benefits and Hospitality Policy	HRCC Website

9. DOCUMENT CONTROL

Version Number	Approval Date	Approval By	Amendment	Review Date
04	16 December 2013	Council	Annual revision	
05	01 June 2015	Council	Annual revision	
06	06 June 2016	Council	Annual revision	
07	15 May 2017	Council	Annual revision	15 May 2018
08	12 Jun 2018	Council	Annual revision	15 May 2019
09	24 June 2019	Council	Annual revision	30 June 2020
10	11 May 2020	Council	Annual revision and revised procurement thresholds	11 May 2021
11	26 April 2021	Council	Annual revision	31 December 2021
12	XXX	Council	Compliance with new <i>Local Government Act 2020</i>	XXX

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1. PURPOSE

The purpose of this Policy is to:

- Provide policy and guidance to the Council to allow consistency and control over Procurement activities
- [Promote open and fair competition and provide value for money](#)
- Demonstrate benefit to rate-payers when procuring goods, services and works on behalf of Council
- Provide guidance on ethical behaviour in Council purchasing
- Demonstrate the application of elements of best practice in purchasing
- Increase the probability of obtaining the best outcome when procuring goods, services and works.

2. INTRODUCTION

~~This Procurement Policy is made under Section 108 of the Local Government Act 2020 (the Act).~~

~~This Procurement Policy is made under Section 186A of the Local Government Act 1989.~~

~~This section of the Act Section 108 of the Local Government Act 2020 (the Act) requires the Council to prepare and adopt a , approve and comply with a pProcurement policy which specifies encompassing the principles, processes and procedures to be applied to all purchases of goods and, services and works by the Council, including for the carrying out of works. The policy must seek to promote open and fair competition and provide value for money. Any opportunities for collaboration with other Councils or public bodies should also be explored.~~

~~Council must adopt the first Procurement policy within six months of the commencement of this section of the Act and the policy must be reviewed at least once during each four-year Council term.~~

~~This policy document contains the policy aspects of the requirements under the Act and has been written with reference to the Victorian Local Government Best Practice Procurement Guidelines 2013.~~

~~Council retains the right to vary this policy, within the provisions of the Local Government Act 2020/1989, by resolution when circumstances exist which are deemed to warrant a variation to the policy.~~

~~When circumstances exist which are deemed to warrant a variation to this policy, Council retains the right to vary this policy by resolution of Council, within the provisions of the Act.~~

~~Under the Act, this Policy must be reviewed at least once during each 4 year term of the Council.~~

All amounts noted in this Ppolicy are inclusive of GST.

3. SCOPE

This policy applies to all contracting and procurement activities at [Horsham Rural City Council \(HRCC\)](#) and is binding upon Councillors, Council officers, temporary employees, volunteers and members of [delegated committees](#) ~~Special Committees of Council under section 86 of the Local Government Act~~, contractors and consultants ~~while~~ engaged by the Council.

4. PRINCIPLES

4.1 ETHICS AND PROBITY

4.1.1 Requirement

The Council's procurement activities shall be performed with integrity and in a manner able to withstand the closest possible scrutiny. Ethics and probity considerations should also take in to account the [Horsham Rural City Council \(HRCC\) Councillor and Staff Codes of Conduct](#) and the [HRCC Staff Code of Conduct](#).

4.1.2 Conduct of Councillors and Council Staff

Councillors and Council staff shall at all times conduct themselves in ways that are, and are seen to be, ethical and of the highest integrity and will:

- Treat potential and existing suppliers with equality and fairness
- Not seek or receive personal gain
- Maintain confidentiality of Commercial in Confidence information such as contract prices and other sensitive information
- Present the highest standards of professionalism and probity
- Comply with the respective codes of conduct
- Deal with suppliers in an honest and impartial manner that does not allow conflicts of interest
- Provide all suppliers and tenderers with the same information and equal opportunity
- Be able to account for all decisions and provide feedback on them.

Council staff with responsibility for managing or supervising contracts are prohibited from performing any works in a private capacity, under the contract they are supervising.

4.1.3 Members of Professional Bodies

Councillors and Council staff belonging to professional organisations shall, in addition to the obligations detailed in this policy, ensure that they adhere to any code of ethics or professional standards required by that body.

4.1.4 Tender Processes

All tender processes shall be conducted in accordance with the requirements of this policy and any associated guidelines and procedures, relevant legislation, relevant Australian Standards and the Act. ~~As of July 1 2017 Council will no longer accept hard copy tenders, only electronic submissions will be accepted via the E Procure Portal via Council's website. Council will only accept electronic tender submissions via the E Procure portal on the HRCC website. Hard copy tender submissions will not be accepted.~~

4.1.5 Government Funding

Where funding has been sought and received through [the](#) State and/or Federal Government to undertake projects, all procurement activities surrounding the expenditure of these funds must comply with this [Policy](#). This applies to Council projects, ~~delegated and advisory committee~~ [Committee of Management](#) projects and where Council has sought funding on behalf of a community group.

4.1.6 Conflict of Interest

Councillors and Council staff shall at all times avoid situations in which private interests conflict, or might reasonably be thought to conflict, or have the potential to conflict, with their Council duties.

Councillors and Council staff involved in the procurement process, in particular preparing tender documentation, including writing tender specifications, tender opening, and tender evaluation panels, must:

- **Avoid** conflicts, whether ~~actual, potential or perceived~~ general or material, arising between their official duties and their private interests. Private interests include the financial and other interests of Councillors and Council ~~s~~Staff, plus their relatives and close associates (Local Government Act 2020, sections 127 and 128).
- **Declare** that there is no conflict of interest. Where future conflicts, or relevant private interests arise, Council Staff must make their manager, or the chairperson of the relevant tender assessment panel aware and allow them to decide whether the officer should continue to be involved in the specific Procurement exercise
- **Observe** prevailing Council and Victorian Government guidelines on how to prevent or deal with conflict of interest situations; and not take advantage of any tender related information whether or not for personal gain

4.1.7 Fair and Honest Dealing

All prospective contractors and suppliers must be afforded an equal opportunity to tender or quote. Impartiality must be maintained throughout the procurement process so it can withstand public scrutiny. The commercial interests of existing and potential suppliers must be protected.

Confidentiality of information provided by existing and prospective suppliers must be maintained at all times, particularly commercially sensitive material such as, but not limited to prices, discounts, rebates, profit, manufacturing and product information.

At the close of the tender process, Council will release the name and amount of the winning bid publicly where a Request for Tender process has been conducted, or privately to unsuccessful suppliers where a Request for Quotation process has been conducted.

4.1.8 Gifts, Benefits and Hospitality

Councillors and Council staff involved in procurement activities must adhere to the requirements of the Gifts, Benefits and Hospitality policy (available on the HRCC website).

Council has a preference for no gifts. As a general principle, Councillors and staff will:

- Decline any offer of gifts, benefits or hospitality in a way that will not cause offence
- Not make a request for the provision of gifts, benefits or hospitality a condition of any financial or in-kind support to an external party.

Councillors and staff must avoid situations giving rise to the appearance that a person or body, through the provision of gifts, benefits or hospitality of any kind, is attempting to gain favourable treatment from an individual Councillor, staff member or from Council. They must also take reasonable steps to ensure that their

immediate family members do not receive gifts or benefits that give rise to the appearance of an attempt to gain favourable treatment.

Councillors and staff must refuse offers:

- Likely to influence them, or be perceived to influence them, in the course of their duties or that raise a general or material conflict of interest
- That could bring them, or Council into disrepute
- Made by a person or organisation about which they will likely make or influence a decision (this also applies to processes involving grants, sponsorship, regulation, enforcement or licensing), particularly offers:
 - Made by a current or prospective supplier
 - Made during a procurement or tender process by a person or organisation involved in the process
 - Made by someone with a planning or other application with Council
 - Where Council is involved in a dispute with another party
- Likely to be a bribe or inducement to make a decision or act in a particular way
- That extend to their relatives or friends
- Of money, or used in a similar way to money, or something easily converted to money (refer to 3.3.11 Prohibited Gifts)
- Where, in relation to hospitality and events, the CEO considers the organisation will already be sufficiently represented to meet its business
- Where acceptance could be perceived as endorsement of a product or service, or acceptance would unfairly advantage the sponsor in future procurement decisions
- Made by a person or organisation with a primary purpose to lobby Council, Councillors or staff
- Made in secret.

For further details, refer to Refer to the Gifts, Benefits and Hospitality Policy (Policy No A04/029). (Policy No A04/029), available on the HRCC website.

~~**No Councillor or member of Council staff shall, either directly or indirectly solicit or accept gifts or presents from any member of the public involved with any matter that is connected with the duties of the officer, or in which the Council is interested. Refer to Council Policy – Gifts and Hospitality on Council’s website.**~~

~~**Councillors and Council staff must exercise the utmost discretion in accepting hospitality from contractors or their representatives, or from organisations, firms or individuals with whom they have official dealings. Councillors and Council staff should also avoid the ambiguous situation created by visiting the premises of a contractor, organisation, firm or individual uninvited and/or not on official business.**~~

~~**Offers of bribes, commissions or other irregular approaches from organisations or individuals (no matter how flimsy the evidence available), must be promptly brought to the attention of the Chief Executive Officer.**~~

4.1.9 Disclosure of Information

Commercial in-confidence information received by the Council must not be disclosed and is to be stored in a secure location.

Councillors and Council staff are to protect, by refusing to release or discuss the following:

- Allocated Council budgets where information may prejudice the tender process (except where a Council budget may be identified within the public budget documentation)
- Information disclosed by organisations in tenders, quotations or during tender negotiations
- All information that is Commercial in Confidence information
- Pre-contract information including but not limited to information provided in quotes and tenders or subsequently provided in pre-contract negotiations.

Councillors and Council staff are to avoid references to current or proposed contracts in discussion with acquaintances or outside interests.

Communication with potential suppliers regarding the quotation/tender in question, during the tendering process must be managed via the eProcure portal. Councillors or Council staff must not have any direct communication with suppliers in relation to the specific tender, during this phase.

At no stage should any discussion be entered into which could have potential contractual implications prior to the contract approval process being finalised.

4.1.10 Fraudulent and Corrupt Procurement

Council is committed to combating Fraud and Corruption. All Council employees and representatives must take appropriate action to prevent and report suspected fraud or corruption particularly within their area of responsibility. Any suspected fraud or corruption must be reported immediately.

Reports of suspected fraud or corruption can be reported by making a protective disclosure under the *Public Interest Disclosures Act 2012* (PID Act) which will guarantee the Council employee or representative anonymity. Alternatively, concerns may be reported to the relevant Director or Chief Executive Officer.

Refer to [the Council's Public Interest Disclosures Procedure \(Procedure No P04/010\)](#).

4.2 GOVERNANCE

4.2.1 Structure

Council has in place a procurement management responsibility structure and delegations ensuring accountability, traceability and auditability of all procurement decisions made over the lifecycle of all goods, services and works procured by Council.

Council shall ensure that Council's procurement structure:

- Is flexible enough to purchase in a timely manner the diverse range of material, goods, works and services required by Council
- Ensures that prospective contractors and suppliers are afforded an equal opportunity to tender/quote
- Encourages [open and fair](#) competition
- [Provides value for money](#).

4.2.2 Standards

~~The~~ Council's procurement activities shall be carried out to the professional standards required by best practice and in compliance with:

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[18/08/2117/08/219/08/2117/05/21](#)

HRCC Policy No: C04/019 – Procurement Policy

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- *The Local Government Act 2020~~1989~~*
- Council's policies and procedures
- Council's Councillor and Staff Codes of Conduct
- Local Government Best Practice Procurement Guidelines 2013
- Other relevant legislative requirements such as but not limited to the *Trade Practices Act, Goods Act* and the relevant provisions of the *Competition and Consumer Act 2010* and the *Environmental Protection Act* and. ~~Procurement operations are~~ consistent with the *Victorian Charter of Human Rights and Responsibilities Act 2006*.

4.2.3 Methods

Council's standard methods for purchasing goods, services and works shall be by some or all of the following methods:

- Purchasing-Procurement card (no purchase order is required for this method of procurement)
- Purchase order following a request for quotation process from suppliers for goods, services and works that represent best value for money under adopted quotation thresholds
- Under contract following a tender process ~~or~~
- Where practical, using collaborative or aggregated purchasing arrangements with other Councils through Wimmera Regional Procurement Network, Municipal Association Victoria (MAV) Procurement, Procurement Australia, VicFleet, State Government Contracts, or other authorised bodies
- Contracts entered into under an arrangement approved by the Minister for Local Government.

The Council may conduct one stage or multi-stage tenders.

Multi-stage tender processes will commence with a ~~n~~-publicly advertised expression of interest stage followed by a tender process involving the organisation's selected supplier/s as a consequence of the expression of interest stage.

~~All procurement opportunities above the thresholds as set by Council,~~ will be publicly advertised on the HRCC Council's website and in regional newspapers. Where the procurement is of a complex or specialised nature or will exceed a budget of \$5 Mmillion, tenders will be advertised in a State and/or National newspaper.

4.2.4 Collaborative Procurement

Wherever possible, opportunities for collaboration with other Councils or public bodies will actively be sought.

~~4.2.4 Collaborative Procurement~~

~~Where Council undertakes a collaborative procurement process is undertaken and HRCC is the lead Council, the HRCC-Horsham Rural City Council's Procurement Ppolicy will be the prevailing Procurement Ppolicy.~~

~~Where Horsham Rural City Council is not the lead Council during a collaborative procurement process is undertaken and HRCC is not the lead Council, a review of the lead Council's Procurement Ppolicy will be undertaken to ensure Horsham Rural City Council is entering in-to procurement activities aligned with its own Procurement Ppolicy.~~

4.2.5 Responsible Financial Management

The principle of responsible financial management shall be applied to all Council's procurement activities.

Accordingly, to give effect to this principle, the availability of existing funds within an approved budget, or source of funds, shall be established prior to the commencement of any procurement action for the supply of goods, services or works.

Council staff must not authorise the expenditure of funds in excess of their financial delegations.

Council funds must be used efficiently and effectively to procure goods, services and works and every attempt must be made to [promote open and fair competition and ensure that a proposed contract provides value for money](#) ~~contain the costs of the procurement process~~ without compromising any of the procurement principles set out in this Policy.

4.3 PROCUREMENT THRESHOLDS AND COMPETITION

4.3.1 Principles to be applied to the Procurement Process

Best Value

Council's procurement activities will be carried out on the basis of [obtaining promoting open and fair competition, and providing value for money to ensure that resources are used efficiently and effectively to benefit the community.](#) ~~Best Value.~~

~~Achieving Best Value for money must be the basis of all procurement decisions within Council and should ensure that resources are used efficiently and effectively to benefit the community.~~

The benefits of the purchase are weighted against the costs necessary for the optimum result for the Council and local community. Council is not required to accept the lowest tender. Instead, Council is required to take into account issues of quality, cost, ~~the~~ accessibility of the service and other factors relevant to ~~both~~ the overall objectives of the [Act Local Government Act](#).

Best Value is sometimes mistaken for meaning the lowest price, however, in terms of the contracting process, Best Value requires Council to balance quality and price with as much transparency as is reasonably achievable. In this context price should take into account the whole life cost of the procurement so far as is practicable. It follows that the delivery of Best Value is dependent upon Council priorities.

Achieving Best Value also requires *challenging* the need for the procurement and the way in which the service may be reconfigured to achieve improvements in service delivery, *comparing* service provision options against all those available, *consulting* with key stakeholders and ensuring *competition* in the open market.

Above all, a Council must determine that the tender represents 'value for money' to their community through undertaking their own analysis of the benefits of the contract on offer.

Open and Fair Competition

[Council will promote open and fair competition and All prospective suppliers](#) ~~are will treated fairly in an open and transparent manner and~~ have access to the same information. During the request for quotation or public tender process, all prospective ~~providers-suppliers~~ must be afforded an opportunity to provide a quotation or tender submission. The commercial interests of suppliers and potential suppliers must be protected.

LATE TENDERS WILL NOT BE ACCEPTED UNDER ANY CIRCUMSTANCES.

4.3.2 Accountability

Council maintains consistency in its approach to procurement across the whole organisation through coherent frameworks, policies and procedures. Accountability in procurement means being able to explain and provide evidence on the process followed.

The test of accountability is that an independent third party must be able to see clearly that a process has been followed and that the process is fair and reasonable. Therefore, the processes by which all [HRCC](#) procurement activities are conducted will be in accordance with [the principles set out in this policy and the associated Procurement procedure, along with other Council’s procurement policies and procedures as set out in this policy and related](#), relevant Council policies and procedures.

Additionally:

- All Council staff must be able to account for all procurement decisions made over the lifecycle of all goods, services and works purchased by the Council and provide feedback on them
- All procurement activities are to provide for an audit trail for monitoring and reporting purposes.

4.3.3 Risk Management

Council will manage all aspects of its procurement processes in accordance with ~~its adopted the~~ [HRCC](#) Risk Management policy and in such a way that all risks, including [Occupational Health and Safety](#) are identified, analysed, evaluated, managed, monitored and communicated.

4.3.4 Probity and Transparency

Councillors and ~~Council members of~~ staff (and all persons engaged in procurement on Council’s behalf) must exercise the highest standards of integrity in a manner able to withstand the closest possible scrutiny. All ~~members of~~ staff have an overriding responsibility to act impartially and with integrity, avoiding conflicts of interest ([refer to section 4.1.6 Conflict of Interest](#)).

4.3.5 HRCC Purchasing Thresholds (Inclusive of GST)

Council has determined that procurement shall be conducted following the thresholds and methods listed in the tables below.

GOODS , WORKS AND SERVICES (all amounts are inclusive of GST)		
Procurement between	Minimum Number of Quotes	Method of Obtaining Quotes

\$0	\$1,000	NIL	N/A
\$1,001	\$3,000	1	Verbal
\$3,001	\$15,000	1	Written
\$15,001	\$150,000	3	Public Request for Quotation Process
	Over \$150,000	Public Tender Process	Public Tender Process

Although this table represents the minimum number of quotations required, it is considered good practice to obtain additional quotes where possible.

There may also be situations for procurement below the threshold where a public tender is preferred, or prudent, managing risk considerations are paramount, or there is a desire for greater transparency of the procurement.

4.3.6 Procurement through [Municipal Association of Victoria \(MAV\)](#), Procurement Australia and State Government Contracts (VicFleet)

Procurement through contracts entered into via State Government Contracts, MAV Procurement or Procurement Australia still need to be undertaken in accordance with the above thresholds to ensure local suppliers have every opportunity to bid on Council works, goods and services.

4.3.7 Request for Quotations (RFQ)

Request for Quotation is required where the procurement threshold is between \$15,001 and \$150,000.

All requests for quotations will be undertaken through the eProcure Portal. The procurement principles for seeking a RFQ are the same as seeking a Request for Tender, however, the documentation may be less formal, depending on level of risk associated the procurement of the goods, services or works being sought.

RFQs will be made available as a public opportunity to all suppliers and advertised in the same manner as a Request for Tender (RFT).

4.3.8 Tenders

Where the estimated value of a Contract will exceed \$150,000, Council will publicly advertise the opportunity in accordance with Item 4.2.3 [Methods of this pPolicy](#).

Public tenders may be called for the purchase of goods, services and works for which the estimated expenditure is below the thresholds in certain circumstances or where there is a high level of risk.

The tender thresholds shall apply based on aggregated spend over two financial accounting periods. It is a breach of this policy to separate a single supply or service into parts with the purpose of issuing two or more purchase orders which combined exceed procurement thresholds.

4.3.9 Supply Contracts

Where procurement is to be undertaken through an established supply contract, quotations are not required to be sought however, there may be times when quotations are appropriate, particularly with the provision of works or services where there is more subjectivity around what is required than with the purchasing of goods. Individual discretion and risk analysis is required.

4.3.10 Procuring Loans

Loans are considered to be contracts of loan and not contracts for goods, services or the carrying out of works. They are therefore not subject to the Procurement policy and procedure.

However, When raising loan funds, Council will consider both the value for money, together with transparency and accountability requirements, when raising loan funds and will therefore when seeking a loan, Council will undertake a public tender process.

4.3.11 Evaluation Panels

4.3.10.(a) Appointment of Panel Members

The relevant Project Manager will be responsible to recruit members to the panel. A minimum of three staff members will form the panel membership for evaluation of Tenders.

The following panel membership composition applies to the evaluation of Quotations:

- Where the value of the RFQ is anticipated to be less than \$30,000 – one evaluator required
- Where the value of the RFQ is anticipated to be between \$30,001 and \$50,000 – two evaluators are required
- Where the value of the RFQ is anticipated to be greater than \$50,001 – three evaluators are required

Where a Deirector has the delegated authority to accept the recommendation of the evaluation panel, the dDirector must not form part of the evaluation panel, unless the recommendation of the panel is to be determined by the Chief Executive Officer.

4.3.10 (b) Criteria for Panel Members

Panel members must have the appropriate skills and knowledge to in-evaluating tender responses. The panel membership should aim to include:

- Department Manager
- One staff member with appropriate level of understanding and expertise around the project under evaluation
- One member from another unit or department.

4.3.10 (c) External Panel Members

Where the tender is of a specific or technical nature, an external specialist in the field may be recruited to sit on the panel to provide technical advice. The specialist will not have voting rights, but must be bound by the same probity regulations and guidelines as Council staff.

4.3.12 Evaluation Criteria

Council may include the following evaluation criteria categories to determine whether a proposed contract provides ~~V~~value for ~~M~~money:

- ~~Capacity of the T~~tenderer to provide the goods and/or services and/or works;
- ~~Capability of the T~~tenderer to provide the goods and/or services and/or works;
- ~~Demonstration of sustainability;~~
- ~~Tendered price;~~
- ~~Local content.~~

4.3.13 Whole of Life Assessment

~~Tendered price may be evaluated on a whole-of-life basis. If so, tenderers are to be advised that the basis of the price assessment will be whole-of-life costing, and tenderers are to be provided information on the operating regime of the item being tendered, so that they can provide information about:~~

- ~~Operating costs~~
- ~~Maintenance costs~~
- ~~End of life value / decommissioning costs~~
- ~~Other information~~

4.3.12~~0~~ Exemptions from Quotation/Tender Process

~~If the required number of quotations cannot be obtained and the Chief Executive Officer or their delegate, (Director Corporate Services), determines that there are justifiable reasons for not obtaining the required number of quotations, then an exemption may apply. An exemption from the procurement process may be granted by the Chief Executive Officer or Delegate, ~~only~~, under exceptional circumstances only.~~

~~Justifiable reasons that the Chief Executive Officer or their delegate may approve an Exemption from all procurement processes are:~~

~~(a)~~

~~b)c) ~~ded~~ Justifiable reasons approved by the Chief Executive Officer or their delegate include:~~

- ~~(1) Where the need is extremely urgent and there is insufficient time to seek quotations.~~
- ~~(2) Where there is a sole source of supply for the goods (previously proven).~~
- ~~(3) Where the office has recently sought quotations from suppliers for a similar project/product and can validate that the source of supply will provide best value for money, and is certain that obtaining quotations would not be cost effective.~~
- ~~(4) The acquisition is of a cultural or artistic nature.~~
- ~~(5) Or other circumstances as deemed appropriate~~

~~Approval to vary the tender processes where the threshold of \$150,000 inclusive of GST will be exceeded may only be granted by the Chief Executive Officer, or delegate as noted above.~~

~~Under these circumstances, the Chief Executive Officer may authorise the procurement process once the completion of an Exemption from Procurement Policy Declaration Form has been completed and uploaded during the requisition process.~~ a) Where the need is extremely urgent and there is insufficient time to seek quotations

b) Where there is a sole source of supply for the goods (previously proven)

c) Where the office has recently sought quotations from suppliers for a similar project/product and can validate that the source of supply will provide best value for money, and is certain that obtaining quotations would not be cost effective

d) The acquisition is of a cultural or artistic nature

e) Procurement as a result of emergency. An emergency is an immediate response to a natural disaster or a declared emergency

f) Extension of Contract while is at market or in the preparedness for market

Allows Council to extend an existing contract where the procurement process to replace the contract has commenced or is in the process of commencing

g) Novated Contracts

Where the initial contract was entered into in compliance with the Act and due diligence has been undertaken in respect to the new party

h) Information technology resellers and software developers

Allows Council to renew software licenses and maintenance and support, or upgrade existing systems, where there is only one supplier of the software who holds the intellectual property rights to the software.

i) Procurement through VicFleet

j) Statutory Compulsory Monopoly Insurance Schemes

Motor vehicle compulsory third party

WorkCover

k) Professional services

Legal Services

Advisory Services – Freedom of Information requests

Insurance

Under these circumstances, the Chief Executive Officer may authorise the procurement process once the completion of an Exemption from Procurement Policy Declaration Form has been completed and uploaded during the requisition process.

4.3.131 Purchases Through Auctions

Auctions are a potential alternative method for acquisition in some circumstances.

Ascertaining best value [for money](#) will be determined in the following manner:

- Background research must be done to determine the value of the product based on it being sourced from other suppliers, this may include formal quotations.
- The number of suppliers researched must be the same as the number of quotes required to be obtained as per this Policy, for the value of the product, if direct purchase was to occur.
- This research will be used to set a maximum bid.

Once compiled, the above information [is must](#) to be submitted to the Chief Executive Officer for authorisation to proceed via auction, which may not necessarily be approved.

4.3.142 Cumulative Purchasing Calculation Period

For the purposes of calculating cumulative amounts from one supplier (or source and inclusive of GST), the totals for two financial years shall constitute the period limitation of such calculations, however, when identifying estimates of procurement value for the purpose of determining the relevant threshold, the full anticipated contract period for the procurement should be taken in to account. (This is particularly applicable to software agreements that extend for more than a single year but may also be relevant to other contracts).

4.4 DELEGATION OF AUTHORITY

The Delegations Register defines the limitations that the Chief Executive Officer has delegated to nominate Council staff to undertake procurement activities. Procurement delegations ensure accountability and provide confidence to Council and the public that purchasing activities are dealt with at the appropriate level.

4.4.1 Council Staff

Council maintains a register of procurement delegations, identifying the Council staff authorised to make such procurement commitments in respect of goods, services and works on behalf of the Council and their respective delegations of duties:

- Acceptance of tenders
- Acceptance of quotes
- Contract term extensions (within authorised budget)
- Contract variations (non-financial)
- Credit Card purchases
- Procedural exceptions.

4.4.2 Authority to Approve Financial Contract Variation

Under Council's Delegation of Duties – Financial Delegations:

- A [Department Manager](#) is authorised to approve contract variations to the value of ~~\$220,000~~ per contract within the allowable project budget
- A Director is authorised to approve contract variations to the value of ~~\$550,000~~ per contract within the allowable project budget
- [The Chief Executive Officer](#) may approve contract variations above \$50,000 but do not exceed ~~\$27550,000~~ per contract.
- Variations above ~~\$27550,000~~ per contract must be approved via a resolution of Council.

Where the cumulative contract variation exceeds the delegation of the Chief Executive Officer i.e. \$275,000, all further variations must be approved via a resolution of Council.

All variations must be reported through the monthly Finance and Performance report to the Executive Management Team.

~~All variations must be reported to Council at the monthly finance committee meetings.~~

4.4.3 Delegations Reserved for the Council

Commitments and processes which exceed the Chief Executive Officer's delegation and which must be approved by the Council are:

- Sealing of contract documents, (Council does not require contracts to be sealed so this may only occur in exceptional circumstances)
- Tender recommendations and contract approvals that exceed the Chief Executive Officer's delegation.
- Variations above \$275,000 per contract. ~~Variations above \$250,000 per contract and contract term extensions, which exceed the CEO's delegation~~

4.5 INTERNAL CONTROLS

Council will install and maintain a framework of internal controls over procurement processes that will ensure:

- More than one person is involved in and responsible for a transaction end to end
- Transparency in the procurement process
- A clearly documented audit trail exists for procurement activities
- Appropriate authorisations are obtained and documented
- Systems are in place for appropriate monitoring and performance measurement.

4.6 RISK MANAGEMENT

4.6.1 General

Risk Management is to be appropriately applied at all stages of procurement activities, and will be properly planned and carried out in a manner that will protect and enhance Council's capability to prevent, withstand and recover from interruption to the supply of goods, services and works.

For all procurement activity over \$150,000 a Tender Initiation form must be completed.

4.6.2 Supply by Contract

The provision of goods, services and works by contract potentially exposes the Council to risk. Council will minimise its risk exposure by measures such as:

- Implementing a robust, systematic and unbiased tender evaluation and due diligence process
- Ensuring contractors have appropriate public liability and professional indemnity insurance, OHS plans and procedures, quality assurance, permits to work and other relevant practices in place
- Identify any potential risk associated with the project and take appropriate action to mitigate
- Requiring security deposits where appropriate
- Referring specifications to relevant experts
- Requiring all contractual documents to be lodged before the commencement of work

- Use of or reference to relevant Australian Standards (or equivalent)
- Effectively managing the contract including monitoring and enforcing performance.

4.7 CONTRACT TERMS

All contractual relationships must be documented in writing based on Australian standard terms and conditions, VicRoads Terms and Conditions or a suite of Contract Terms and Conditions developed by Council's lawyers or solicitors. Special instructions included on a purchase order will also form part of the contractual terms.

To protect the best interests of the Council, terms and conditions must be settled in advance of any commitment being made with a supplier. Any exceptions to doing this expose the Council to risk.

4.8 DISPUTE RESOLUTION

All Council contracts shall incorporate dispute management and alternative dispute resolution provisions to minimise the chance of disputes getting out of hand and leading to legal action.

4.9 CONTRACT MANAGEMENT

The purpose of contract management is to ensure that the Council, and where applicable its clients, receive the goods, services or works provided to the required standards of quality and quantity as intended by the contract by:

- Establishing a system monitoring and meeting the responsibilities and obligations of both parties under the contract
- Providing a means for the early recognition of issues and performance problems and the identification of solutions
- Adhering to relevant Occupational Health and Safety Contractor Compliance Procedures.

All Council contracts are to include contract management requirements and will. ~~Furthermore, contracts are to be proactively managed by the Project Manager/-Contract Superintendent of the project for delivery of the contracted goods, services or works to ensure the Council receives value for money.~~

4.10 NEW SUPPLIERS

Minimum checks for nNew suppliers with prospective business in excess of \$150,000, ~~the minimum checks will~~ include:

- Search of Company register
- ABN verification
- Insurance certificate of currency

New suppliers exceeding or potential to exceed \$500,000 are subject to robust due diligence checks. Checks should be undertaken using a recognised institution that specialises in researching and reporting of company backgrounds, financial viability, credit ratings, industry benchmarking and risk assessments.

4.11 APPROACH

This Policy will be facilitated by:

- Developing, implementing and managing procurement strategies that support the co-ordination and streamlining of activities throughout the lifecycle

- Effective use of [open and fair](#) competition
- Using aggregated contracts where appropriate
- Identifying and rectifying inefficiencies in procurement processes
- Developing cost efficient tender processes including appropriate use of e-solutions
- Council staff responsible for providing procurement services or assistance within the Council providing competent advice in terms of available products and agreements
- Working with suppliers to create relationships that are professional and productive, and are appropriate to the value and importance of the goods, services and works being acquired.

4.12 ROLE OF SPECIFICATIONS

The principle to be applied is that specifications should focus on outputs, solutions or outcomes rather than detailing inputs and process. They should be written clearly so as to allow prospective suppliers to offer to provide goods, services or works required by Council and accurately determine their costs, so that Council can avoid claims for variations.

Specifications used in quotations and tenders are to support and contribute to Council's Best Value objectives through being written in a manner that:

- Clearly defines the objective of the contract
- Ensures impartiality and objectivity through establishment of clear evaluation criteria and weightings
- Clearly defines the Council's requirements
- Uses industry or Australian standards where practicable
- Encourages the use of standard products
- Encourages sustainability
- Eliminates unnecessarily stringent requirements

4.13 CORPORATE SOCIAL RESPONSIBILITY

Corporate Social Responsibility (CSR) is about taking positive action to demonstrate the Council's commitment to the local community and environment on which it impacts. This means the Council maximising the benefits of the services they provide across the community and minimising the negative aspects of their activities.

Social Procurement generates positive outcomes by building on initiatives already undertaken by the Council in enhancing sustainable and strategic procurement practice, further enabling procurement to effectively contribute towards building stronger communities and meeting the social objectives of the Council.

Council is committed to Social Procurement by:

- Ensuring all procurement practices are sustainable and strategically aligned with the wider Council objectives
- Achieving greater value for money across the community through the use of effective procurement
- Ensuring all businesses have the same opportunity to tender for Council contracts
- Where practical, enhancing partnerships with other Councils, suppliers and community stakeholders
- Supporting procurement from local businesses where purchases can be justified on value for money grounds.

4.14 SUSTAINABLE PROCUREMENT

Council recognises it has an implicit role in furthering sustainable development, through its procurement of goods, and services and works.

In addition, Council recognises the potential impact this spend has on the environment and where applicable will integrate sustainability, environmental and social issues into the procurement process.

Council aims to achieve this by:

- Taking into account the need to minimise greenhouse gas emissions and reducing the negative impacts of transportation when purchasing goods and services
- Taking steps to minimise carbon dioxide and other greenhouse gas emissions through the detailed consideration of products and services procured
- Considering the basic life cycle analysis of products to minimise the adverse effects on the environment resulting directly or indirectly from products
- Consider Fair-trade, or equivalent, and ethically sourced and produced goods and services
- Working with local suppliers to ensure they are encouraged to bid for Council's business in line with the Procurement Policy
- Record and manage all procurement and contractual documentation including relevant correspondence through works and service delivery life-cycle, so that accessing any stored information, at any time, would be stream-lined.

4.15 DIVERSITY

Promoting equality through procurement can improve competition, value for money, the quality of public services, satisfaction among users, and community relations. Diversity should be a consideration in every procurement project and reflect corporate commitment to diversity and equal opportunities wherever possible.

4.16 SUPPORT OF LOCAL BUSINESS

Council recognises that it is a major purchaser of goods, services and works and that its procurement practices have the potential to impact the local economy. Council will endeavour to support businesses and industries within the municipality where such purchases can be justified in achieving best value for money.

4.17 ABORIGINAL AND TORRES STRAIT ISLANDER PROCUREMENT

Council will endeavour to engage in procurement activity with Aboriginal and Torres Strait Islander businesses wherever opportunities arise and will ensure there are no barriers preventing procurement of works, goods and services with Aboriginal and Torres Strait Islander businesses. Council encourages and supports the use of the Supply Nation website when sourcing suppliers for procurement activity. The Supply Nation website is Australia's leading database of verified Indigenous businesses.

4.18 OTHER MATTERS

4.18.1 Apply a Consistent and Standard Approach

Council will provide effective and efficient commercial arrangements for the acquisition of works, goods and services.

4.18.2 Standard Processes

Council will provide effective commercial arrangements covering the acquisition of works, goods and services across the Council to enable employees to source requirements in an efficient manner.

This will be achieved via establishing the following:

- Pricing where relevant
- Tools and business systems (e.g. e-tendering)

- Procurement Procedures
- Reporting requirements
- Application of standard contract terms and conditions.

4.18.3 Management Information

Council seeks to improve its performance by capturing and analysing procurement management information in a variety of areas, including:

- Volume of spend
- Number of transactions per supplier
- Compliance
- Supplier performance
- User satisfaction.

4.18.4 Build and Maintain Supply Relationships

Council recognises that in order to achieve sustainable value, a strategic assessment of the appropriate 'channel to market' should be undertaken – whether to go to market on its own, participate in regional or sector aggregated projects or panels, access State Government panel agreements or other means. Council will consider supply arrangements that deliver the Best Value outcomes in terms of time, expertise, cost, value and outcome.

4.18.5 Developing and Managing Suppliers

Developing and managing suppliers is essential to achieving a competitive market capable of delivering the Council's services and works requirements. Council needs to interact with the market and its suppliers in particular to understand their views and what enables and encourages diverse parts of the market to bid for work with Council.

At the same time, Council will ensure that its relationship with strategic suppliers is mutually productive and that goals are shared. Council aims to develop a relationship with suppliers that create mutually advantageous, flexible and long term relations based on the quality of performance and value for money.

4.18.6 Relationship Management

Council is committed to developing constructive long-term relationships with suppliers. It is important that Council identifies its key suppliers so that its efforts are focused to best effect. Such areas may include the size of spend across Council, criticality of goods / services, to the delivery of the Council's services and availability of substitutes.

4.18.7 Review Process

Council endeavours to continually improve its procurement performance, and that all relevant policies, guidance and training are continually reviewed and updated. The effectiveness of this approach will be measured and reported upon annually.

5. COMMUNICATION

~~Under Section 186A of the Local Government Act 1989 this Policy must be available for public inspection. This policy e-Policy is will be published on the HRCC Council's website at www.hrcc.vic.gov.au and a or a hard copy provided by contacting the Customer Service department can be made available for collection from the main customer service area, at the Civic Centre Municipal Offices, 18 Roberts Avenue, Horsham or by telephoning 03 5382 9777.~~

6. RESPONSIBILITY

Policy Owner: Director Corporate Services

7. DEFINITIONS

Definition	Meaning
Act	<i>Local Government Act 20201989</i>
Best Value	Best Value in Procurement is about selecting the supply of goods, services and works taking into account both cost and non-cost factors including: <ul style="list-style-type: none"> • contribution to the advancement of the Council's priorities • non-cost factors such as fitness for purpose, quality, service and support • cost-related factors including whole-of-life costs and transaction costs associated with acquiring, using, holding, maintaining and disposing of the goods, services or works
Commercial in Confidence	Information that, if released, may prejudice the business dealings of a party. For example prices, discounts, rebates, profits, methodologies and process information, etc
Contract Management	The process that ensures both parties to a contract, fully meet their respective obligations as efficiently and effectively as possible, in order to deliver the business and operational objectives required from the contract and in particular, to provide value for money
Corporate Social Responsibility	Corporate Social Responsibility (CSR) is about taking positive action to demonstrate the Council's commitment to the local community and environment on which it impacts
Council Staff	Includes full-time and part-time Council officers, and temporary employees, volunteers, contractors and consultants while engaged by the Council and Committees of Management under Section 86 of the Act
Expression of Interest (EOI)	An invitation for persons to submit an EOI for the provision of the Works , Goods and/or Services generally set out in the overview of requirements contained in the document. This Invitation is not an offer or a contract
Probity	The dictionary definition of probity refers to uprightness, honesty, proper and ethical conduct and propriety in dealings. Within government, the word "probity" is often used in a general sense to mean "good process." A Procurement process that conforms to the expected standards of probity is one in which clear and transparent procedures that are consistent with the Council's policies and legislation are established, understood and followed from the outset. These procedures need to consider the legitimate interests of suppliers and ensure that all potential suppliers are treated equitably
Procurement	Procurement is the whole process of acquisition of external goods, services and works. This process spans the whole life cycle from initial concept through to the end of the useful life of an asset (including disposal) or the end of a service contract
Request for Tender (RFT)	The process of inviting parties to submit a bid by tender through the eprocure portal followed by evaluation of submissions and selection of a successful bidder or tenderer
Request for Quote (RFQ)	The process of inviting parties to submit a quotation through the eprocure portal followed by evaluation of submissions and selection of a successful bidder or tenderer

Social Procurement	Social Procurement uses Procurement processes and purchasing power to generate positive social outcomes in addition to the delivery of efficient goods, services & works
Sustainability	Activities that meet the needs of the present without compromising the ability of future generations to meet their needs

8. SUPPORTING DOCUMENTS

Document	Location
Victorian Local Government – Best Practice Procurement Guidelines - 2013	www.dpccd.vic.gov.au
Treasury & Finance, State Government Victoria (VicFleet)	www.dtf.vic.gov.au/vicfleet
Councillor Code of Conduct	HRCC Website
Staff Code of Conduct	Intranet
HRCC Fraud and Corruption Policy	Intranet
Conflict of Interest Procedure	Intranet
Gifts, Benefits and Hospitality Policy	Intranet HRCC Website

9. DOCUMENT CONTROL

Version Number	Approval Date	Approval By	Amendment	Review Date
04	16 December 2013	Council	Annual revision	
05	01 June 2015	Council	Annual revision	
06	06 June 2016	Council	Annual revision	
07	15 May 2017	Council	Annual revision	15 May 2018
08	12 Jun 2018	Council	Annual revision	15 May 2019
09	24 June 2019	Council	Annual revision	30 June 2020
10	11 May 2020	Council	Annual revision and revised procurement thresholds	11 May 2021
11	26 April 2021	Council	Annual Revision	31 December 2021
<u>12</u>	<u>?? 2021</u>	<u>Council</u>	To comply with new LGA 2020 Compliance with new Local Government Act 2020	<u>?? 2024</u>

1. PURPOSE

This procedure establishes the guidelines for implementing the Procurement Policy and is instrumental in Council's commitment to consistency and control over procurement activities and ways in which procurement tasks are accomplished.

This procedure highlights the steps to take in regard to open and fair competition, accountability, authority and funding to procure, risk management, probity and transparency.

2. INTRODUCTION

Horsham Rural City Council (HRCC) provides a set of principles and practices that represent the most efficient and prudent course of action when procuring goods, services and works on behalf of Council in order to:

- Achieve value for money and continuous improvement in the provision of services for the community
- Demonstrate benefit to ratepayers when procuring goods, services and works on behalf of Council
- Ensure resources are used efficiently and effectively
- Achieve compliance with relevant legislative requirements
- Achieve high standards of fairness, openness, probity, transparency, risk management and accountability.

These outcomes can only be achieved through a properly planned process.

This procedure must be used by all HRCC staff who are engaged in routine procurement activities. The procedure applies to all contracting and procurement activities at Council and is binding upon Councillors, Council officers, temporary employees, volunteers, members of Delegated Committees of Council, together with contractors and consultants engaged by Council, in accordance with section 108 of the *Local Government Act 2020 (LGAct 2020)*.

This procedure is based on the Victorian Local Government Best Practice Guidelines 2013.

This procedure should be read in conjunction Council's Procurement Policy (Policy No C04/019).



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APPENDICES:

Appendix A – Request for Tender Step Process

Appendix B – Request for Quotation Step Process

Appendix C – Purchasing Procedure Flow Chart

3. SCOPE

3.1 Open and Fair Competition

All prospective suppliers must be treated (and be seen to be treated) fairly in an open and transparent manner, with the same access to information about the procurement activity to enable them to submit quotations and tenders on the same basis. Council will consider community expectations, values and the opportunity for local employment growth and retention when undertaking procurement activities.

3.2 Accountability

Council staff are responsible for their actions and decisions they take in relation to procurement and for the resulting outcomes. Staff are answerable for such activities through established lines of accountability and delegation, and ultimately to the Chief Executive Officer (CEO).

3.3 Authority and Funding to Procure

A primary prerequisite for every procurement is to ensure that adequate authority is in place. Before proceeding to procure any goods, services or works, the relevant staff should confirm they have the authorisation, delegation or Council direction necessary to undertake the procurement and that sufficient funding has been allocated and is available.

3.4 Risk Management

All procurement carries some level of risk. It is important for staff to recognise this. Council has developed templates to be used when seeking quotations that allow for the inclusion of conditions of engagement and specification requirements in order to contribute to the mitigation of risk.

For example, procuring concrete pipes (without the requirement of installation by the supplier) with a high value would be a lower risk than engaging a contractor to lop/trim trees for a low monetary value.

3.5 Probity and Transparency

In all commercial dealings, the highest standards of honesty must be observed. Council will conduct their business in a fair, honest and open manner, demonstrating the highest levels of integrity across the organisation.

4. GST

All amounts noted in this procedure are inclusive of GST.

5. REQUIREMENTS FOR TENDERING AND SEEKING QUOTATIONS

5.1 Public Tender

Horsham Rural City Council has adopted the position that all purchases of goods, services or works for which the estimated cumulative expenditure exceeds \$150,000 (including GST) over two financial years must be undertaken by a public tender process.

It is a breach of Council's Procurement Policy to separate a single supply or service into parts with the purpose of issuing two or more Purchase Orders which combined, exceed procurement thresholds.

(Appendix A – Request for Tender Step process)

Council is not bound to accept all parts, lowest, or any tender. Council may call for additional information post close of tender to clarify the tenderers submission.

5.2 Request for Quotation (RFQ) Process

Request for Quotation (RFQ) is the primary vehicle for seeking competitive bids from prospective suppliers where procurement threshold values **are between \$15,001 and \$150,000 inc GST**. RFQ will be sought through the eProcure portal as a public invitation. Where the anticipated spend **is between \$3,001 and \$15,000**, one written quote is required and may be sought through an email or other form of written communication. RFQ **between \$1,001 and \$3,000** requires one verbal quote. Details of the agreed procurement should be entered on the Purchase Order.

A RFQ is primarily the same process as seeking a Request for Tender (RFT), however, the documentation may be not as formalised.

Council has developed a step process that must be used when seeking quotations for provision of goods, services and works.

(Appendix B – Request for Quotation Step Process)

- Quotations will be managed through the eProcure Portal (eProcure).
- The supply of goods is generally covered under conditions of the Purchase Order, however, speciality or high value procurement may require specific terms and conditions incorporated into the RFQ. Staff should discuss this with the Procurement Team before proceeding.
- Procurement below \$15,001 is not subject to the Public Request for Quotation process.

5.3 Purchasing Thresholds (Including GST)

GOODS , WORKS AND SERVICES (all amounts include GST)			
Procurement between		Minimum Number of Quotes	Method of Obtaining Quotes
\$0	\$1,000	NIL	N/A
\$1,001	\$3,000	1	Verbal
\$3,001	\$15,000	1	Written
\$15,001	\$150,000	3	Public Request for Quotation Process
	Over \$150,000	Public Tender Process	Public Tender Process

5.4 Procurement Cards

Council's Procurement Card is an alternative way to procure low value goods, services and works, where it is not economically viable or practicable to issue purchase orders.

Council has in place a Procurement Card Use Policy (Policy No A04/034) and process which covers:

- Identification of staff who are authorised to use cards (consistent with Council's financial delegations)
- Expense thresholds for card use
- Restrictions on use and on personal gain
- User agreement statements for card holders
- Review and verification of card purchases
- Audit trail for purchases by individual card
- Security of cards
- Sanctions for misuse or fraudulent use of cards.

5.5 Accountability and Authorisation

Transactions and activities must be conducted in accordance with Council's procurement and other financial policies.

Best practice examples include, but are not limited to:

- All procurement must comply with the adopted Procurement Policy
- Procurement is authorised by staff members with relevant financial delegation.

5.6 Aggregation

Council encourages collaborative procurement, where there is opportunity through engaging other Councils to join in procurement when purchasing good, services or works and utilising contracts under the Municipal Association of Victoria (MAV) and Procurement Australia, State Government Contracts and approved panel of suppliers.

Procurement through State Government Contracts, MAV or Procurement Australia must still comply with Council policy, procedures and thresholds.

VicFleet is a State Government supply panel contract, governed by the Department of Treasury and Finance (DTF). Procurement through the contract is excluded from this process and direct purchases may be undertaken.

6. TYPE OF CONTRACT

All tenders and quotations must be governed, or make reference to, General Conditions of Contract such as Australian Standards, Maddocks Service Contracts or VicRoads Contracts

General Conditions of Contracts commonly used:

- AS2124-1992 General Conditions of Contract, Civil Works and Building Construction (no design)
- AS4300-1995 General Conditions of Contract, Design and Construct
- AS4122-2010 General Conditions of Contract, Appointment of Consultants.

Provision of Service contracts are generally governed by Maddocks Lawyers General Service Conditions.



7. SUPPLY CONTRACTS

Suppliers Schedule of Rates must be valid for the first TERM of the contract.

Supply contract rates may be reviewed once every 12 months during the contract period. Changes to unit prices must be submitted to Horsham Rural City Council in writing 60 days prior to the 12 month anniversary of the contract and, subject to approval, must be fixed for the subsequent 12 month period. Failure to submit rates in the 60 days prior to the contract anniversary will result in the previous year's rates continuing to apply. Council is under no obligation to seek new rates from suppliers under Contract.

Horsham Rural City Council reserves the right to reject price increases if it believes they are unjustified. Agreed price increases shall be based on the adjustment of the current CPI (Melbourne).

Any formula for price increase is to be submitted with the tender response.

Council is under no obligation to offer or enter into optional terms of contract. Offering optional contract terms is at the sole discretion of Council.

8. LENGTH OF CONTRACTS

There is no specific time limit under legislation that determines the length of a contract.

Annual supply, service and maintenance contracts are typically awarded for a period of six years with the composition being one three-year term plus optional terms of either one three-year term or, three one-year terms.

All optional terms of contract are exercisable at the discretion of Council only.

9. GRANTS

Where Council expenditure is funded from State or Federal Government grant monies, the requirement to comply with this procedure remains.

Where Council provides funding to a special committee appointed under section 86 of the Act, purchase of goods or service or undertaking of works, then expenditure by that committee is subject to this procedure.

10. PUBLIC NOTICE

Councils must give public notice when calling for tenders or expressions of interest where the value of the project is expected to exceed \$150,000. Projects that exceed this amount must be publicly advertised as appropriate and may include advertisements in local and regional newspapers, the Age and Council's website. This is considered an open and transparent practice allowing all contractors an opportunity to bid on Council projects. All Request for Quotations between the value of \$15,001 and \$150,000 will be publicly advertised.

11. SOLE SUPPLIER

Situations arise where there may only be a single supplier of goods or services capable of undertaking a project. The only transparent means of demonstrating that multiple suppliers do not exist is to publicly advertise an invitation to tender. If that action demonstrates that there is only one supplier, then Council is free to enter into a contract with that supplier once the tendering process has been completed.

12. EXEMPTIONS

12.1 Chief Executive Officer

An Exemption from the Procurement Policy and Procedure may be obtained in exceptional circumstances from the CEO (or delegate, Director Corporate Services) where:

- (a) The need is extremely urgent and there is insufficient time to seek quotations
- (b) There is a sole source of supply for the goods (previously proven)
- (c) The officer has recently sought quotations from suppliers for a similar project/product and can validate that the source of supply will provide best value for money, and is certain that obtaining quotations would not be cost effective
- (d) The acquisition is of a cultural or artistic nature
- (e) The procurement is a result of emergency. An emergency is an immediate response to a natural disaster or a declared emergency
- (f) An extension of contract is required while the tender is at market or in the preparedness for market
 - Allows Council to extend an existing contract where the procurement process to replace the contract has commenced is in the process of commencing
- (g) A Novated Contract is required
 - Where the initial contract was entered into in compliance with the Act and due diligence has been undertaken in respect to the new party
- (h) There is a requirement to procure information technology from resellers and software developers
 - Allows Council to renew software licenses and maintenance and support, or upgrade existing systems, where there is only one supplier of the software who holds the intellectual property rights to the software
- (i) Procurement shall be through VicFleet
- (j) Statutory compulsory monopoly insurance schemes exist such as
 - Motor vehicle compulsory third party
 - WorkCover
 - Public Liability Insurance
- (k) There is a need to engage unique Professional services such as
 - Legal Services
 - Advisory Services – Freedom of Information requests.

10.3 Emergencies

Council may enter into a contract, the value of which reaches the threshold amounts, for the provision of goods, services or works without first putting that contract to public tender if the CEO resolves that the contract must be entered into because of an emergency. Council officers will set the scope, timeframe and value of works to be covered by a contract entered into because of an emergency and report this publicly in the interests of transparency.

An emergency is considered to be a sudden or unexpected occurrence requiring immediate action, such as:

- **Natural Disasters:** The occurrence of a natural disaster such as flooding, bushfire or epidemic which may require the immediate procurement of goods, services or works to provide relief.
- **Business Continuity:** The occurrence of an event such as flooding or fire at a Council property which may require the immediate procurement of goods, services or works to ensure business continuity.
- **Core Trader Cessation:** The unforeseen cessation of trading of a core service provider due to bankruptcy and a need to appoint a replacement service provider on the grounds of public safety.
- Any other situation which is liable to constitute a risk to life or property.

13. COUNCIL PROCURING LOANS

Loans are considered to be contracts of loan and not contracts for goods, services or the carrying out of works. They are therefore not subject to the Procurement Policy and Procedure.

However, Council will consider both the value for money, transparency and accountability requirements when raising loan funds therefore when seeking a loan, Council will undertake a public tender process.

14. LEASES AND LICENCES

Council must consider value for money, transparency and accountability when entering into leases and licences and will consider undertaking a competitive process to achieve this.

15. DELEGATIONS

The CEO, through Council's power to delegate, has delegated to Council officers an appropriate level of financial delegation in line with their role and requirements of the position to undertake procurement activities.

See further information in Council's Procurement Policy (Policy No. C04/019).

Staff must ensure they are familiar with their financial delegations and only approve procurement within those levels.

16. CONFLICTS OF INTEREST

A Conflict of Interest is a situation whereby a person's ability to make a decision may be influenced by their personal interests. This influence creates a bias between a person's private interests and their public duty, involving a lack of impartiality, whether or not financial gain or loss is involved.

Employees are legally obliged to identify and disclose conflicts of interest under the *Local Government Act 2020*, Council's Code of Conduct for Staff, and the terms and conditions of employment agreed upon at the commencement of their employment.

Sections 126-128 of the LGAct 2020 describe two types of conflicts of interest – general and material conflicts of interest:

- A relevant person has a general conflict of interest in a matter if an impartial, fair-minded person would consider that the person's private interests could result in that person acting in a manner that is contrary to their public duty.
- A relevant person has a material conflict of interest in respect of a matter if an affected person would gain a benefit or suffer a loss depending on the outcome of the matter.

Tenders, Contracts and Purchasing: Council employees involved in the procurement process, in particular, raising and approval of purchaser orders and requisitions, preparation of tender documentation, including writing tender specifications, tender opening, and tender evaluation panels, must:

- **Avoid** conflicts, whether general or material, that may arise between their official duties and their private interests. Private interests include the financial and other interests of employees and/or their relatives and close associates.
- **Declare** that there is no conflict of interest. Where future conflicts, or relevant private interests arise, Council staff must inform their manager and/or the chairperson of the relevant tender assessment panel, and allow them to decide (in consultation with the Governance Unit or others as appropriate) whether they should continue to be involved in the specific procurement exercise.
- **Observe** prevailing Council and Victorian Government guidelines on how to prevent or deal with conflict of interest situations; and not take advantage of any tender related information whether or not for personal gain.

Council staff shall at all times conduct themselves in ways that are, and are seen to be, ethical and of the highest integrity and will deal with suppliers in an honest and impartial manner that does not allow conflicts of interest.

16.1 Management of Conflict of Interest – Tender Evaluations

All panel members must complete a Conflict of Interest declaration prior to reviewing any tender submissions. Where the panel members declare a Conflict of Interest, the panel chairperson will determine whether the panel member should be removed from the panel or if the conflict can be properly managed throughout the evaluation process.

For further information/advice, refer to Council's Conflict of Interest (Staff) Procedure (Procedure No P04/172)

17. IN-HOUSE TEAMS AND EMBEDDED CONTRACTORS

Councils must exercise particular diligence with confidentiality and security of information where:

- They operate in-house teams that compete with external contractors
- Contractors are engaged under a contract which involves performing office-based work that has proximity or potential access to otherwise confidential information.

Councils must ensure that in-house teams do not have access to any tender information which would advantage them over external bidders. Council also needs to ensure that in-house teams, as Council staff, are adequately skilled in identifying and disclosing Conflicts of Interest and other probity matters.

18. ETHICS AND PROBITY

Councillors and Council staff (and all persons engaged in procurement on Council's behalf) must exercise the highest standards of integrity in a manner able to withstand the closest possible scrutiny. All staff have an overriding responsibility to act impartially and with integrity such as:

- Ensuring compliance with the legal and policy framework applying to procurement decisions
- Use of an appropriately competitive process
- Exercising fairness and impartiality
- Delivering consistency and transparency in process
- Identification and management of conflicts of interest
- Providing appropriate security and confidentiality arrangements.

18.1 Probity Plan

A probity plan is a document that sets out the steps to be taken and the processes to be implemented to ensure a tender is conducted fairly and ethically.

Formal probity plans (and procurement conduct plans) should be developed and implemented in these circumstances:

- Where the value of a proposed contract exceeds \$5,000,000
- Where a proposed contract is in the Council's view particularly complex, of a high risk or controversial nature, and requiring a high level of public confidence.

18.2 Probity Auditor or Advisor

A probity plan generally involves the appointment of a probity auditor or advisor. A probity advisor is involved in providing advice on probity issues which may arise, together with advice on strategies to overcome potential problems. A probity auditor's role is more generally confined to reviewing all processes and documentation throughout the tender process and reporting to Council or the CEO at the completion of the process.

The probity auditor or advisor takes no part in the decision-making process of the tender evaluation panel but will assist the panel on probity matters.

19. PROCUREMENT CONDUCT PLAN

One further tool which assists with higher value, more complex and higher risk projects is a Procurement Conduct Plan. A benchmark value for developing a Procurement Conduct Plan is \$5,000,00 or greater. The Procurement Conduct Plan acts as a checklist, assists in monitoring progress, and outlines processes and behaviours of a Council.

20. FRAUD

Council is committed to combating fraud and corruption. All Council employees and representatives must take appropriate action to prevent and report suspected fraud or corruption particularly within their area of responsibility. Any suspected fraud or corruption must be reported immediately. Reports of suspected fraud or corruption can be reported by making a protective disclosure under the *Protected Disclosures Act 2012* which will guarantee the Council employee or representative anonymity. Alternatively, concerns may be reported to the relevant Director or CEO.

For further information, refer to Council's Fraud and Corruption Control Policy (Policy No A04/012)

21. GIFTS, BENEFITS AND HOSPITALITY

Councillors and Council staff involved in procurement activities must adhere to the requirements of the Gifts, Benefits and Hospitality Policy (available on the HRCC intranet and website).

Council has a preference for no gifts. As a general principle, Councillors and staff will:

- Decline any offer of gifts, benefits or hospitality in a way that will not cause offence
- Not make a request for the provision of gifts, benefits or hospitality a condition of any financial or in-kind support to an external party.

For further information, refer to Council's Gifts, Benefits and Hospitality Policy (Policy No A04/029)

22. DISCLOSURE OF INFORMATION

Commercial in-confidence information received by the Council must not be disclosed and is to be stored securely. Council Officers must not discuss:

- Allocated Council budget (except where a Council budget may be identified within the public budget documentation)
- Information disclosed by organisations in tenders, quotations or during tender negotiations
- All information that is Commercial in Confidence information
- Councillors and Council staff are to avoid references to current or proposed contracts in discussion with acquaintances or outside interests
- All communication with tenderers during the tender process must be managed through the eProcure portal
- Councillors or Council staff must not have any direct communication with suppliers in relation to the specific tender, during this phase
- At no stage should any discussion be entered into which could have potential contractual implications prior to the contract approval process being finalised.

23. DETERMINE THE PROCUREMENT VEHICLE

Where the value of procurement does not reach the purchasing thresholds, the procurement can be achieved through:

- Procurement Cards
- Quotation Process via the eProcure portal
- Use of an applicable State, MAV, Procurement Australia or other joint contracts resulting from a collaborative Procurement process.

Where the value of a procurement reaches \$150,000 inc GST, Council must enter into one of the following procurement options:

- Request for tender (RFT)
- Expression of interest (EOI) as a preliminary step only to calling of tenders
- A State, MAV or Procurement Australia or other joint contracts resulting from a collaborative Procurement process

The Tender Initiation Form must be completed for procurement above \$150,000 inc GST, and all public tenders.

23.1 Expression of Interest (EOI)

An expression of interest is a two-step process. An expression of interest process does not replace the need to call tenders. It simply precedes the calling of tenders and generally provides an overview of the project brief and seeks a solution for the project that Council is preparing to embark on. EOI may be used when Council does not have the expertise or knowledge in a particular field to fully develop the final concept or solution.

Council must not enter into a contract as a result of the Expression of Interest process. Once EOIs have been reviewed, Council will be in an informed position to proceed with a formal request for tender process, inviting one or all participants of the EOI process. An EOI will be prepared by the relevant project manager.

23.2 Request for Tender (RFT) Procurement Above \$150,001 Inc GST or of a Lesser Value as Determined Through the Use of the Risk Assessment Tool and in Conjunction with the Procurement Team

Request for tender is the primary vehicle for seeking competitive bids from prospective suppliers where tender threshold values are reached.

Tender documentation includes:

1. The Invitation to tender
2. Time and date of close of tender
3. Contract number
4. Description of the works/service or goods
5. Conditions and special conditions of tender/contract
6. Instruction for tenderers
7. Type of contract
8. Reference to the general conditions of contract and Annexures and contractor requirements
9. Retention of Security over the contract
10. Pricing schedules
11. Returnable schedules
12. Evaluation criteria
13. Program time lines
14. Specific hold points for progress claims and nomination of Councils' Superintendent
15. Timelines for completion of the project.

Request and Invitation to Tender will be prepared by the Procurement and Contracts Officer, Governance. The Project Manager is responsible to complete the Procurement Initiation Form and provide to the Procurement and Contracts Officer with all other relevant documentation to commence the process for preparing the RFT.

(The Procurement Initiation Form template is located on the Intranet)

23.3 Preparation of the Specification

Specifications will be prepared by the project manager in a clear and unambiguous way so that prospective suppliers can offer to provide the goods, services or works required by Council and accurately determine their costs. A well written, precise specification will reduce the risk of project proposal cost escalations, future claims for variations, time delays and contractual disputes.

The specification must not nominate specific brands for supply. This may cause disadvantage to potential tenderers that do not have a commercial arrangement with specific companies and therefore limit their ability to supply/access specified products.

There is not one standard format for a specification although there are several components which should appear in all.

These include:

1. Objectives of the contract
2. Scope (where the service/work begins and ends)
3. Location for services or works
4. Statement of requirements
 - Outputs
 - Key performance measures
 - Targets for completion
 - Management of the contract
 - Quality requirements
5. Key evaluation criteria
6. Hold points to trigger progress payments
7. Plans and/or drawings and supporting documents.

The specification or project brief does not include the invitation to tender or general conditions of contract. Once the specification has been completed, the project manager will pass over the specification to the Procurement and Contracts Officer, Governance where the document will be reviewed to ensure all probity requirements have been met and prepare the document for tender.

23.4 Panel Suppliers

Where there are high volumes of suppliers for particular products or services, Council may release a public tender based on supply by multiple suppliers. Council will execute individual contracts for each supplier under this arrangement. As Council has satisfied the procurement thresholds under the Procurement Policy, suppliers under a panel arrangement may be used without seeking public tenders or quotations. However, quotation from suppliers prior to committing to the procurement is good practice to ensure value for money is achieved.

23.5 Request for Quotation (RFQ)

Request for quotation is the primary vehicle for seeking competitive bids from prospective suppliers where procurement threshold is between \$15,001 and \$150,000 inc GST. To ensure equity in the process, the RFQ must comply with this procedure.

The RFQ must still incorporate the following basic requirements:

- Objectives of the project
- Scope of the project
- Commencement and completion dates or time
- Location for services or works

- Key evaluation criteria
- Hold points to trigger progress payments (if necessary)
- Plans and/or Drawings and supporting documents
- Reference to General Conditions of Contract
- Proof of Insurances and Quality Assurance documentation.

A RFQ will be prepared by Council's appropriate Project Manager and supported by the relevant eProcure Administrative Officer.

For all procurement above \$100,000 including GST, the RFQ Management Approval Form must be completed by the Chairperson of the evaluation panel and approved by the relevant delegated officer. It should then be uploaded with the requisition onto Council's financial management system, along with the final evaluation and moderation reports. All procurement above \$100,000 including GST must be approved by the CEO.

24. PRE-TENDER BRIEFING AND SITE INSPECTIONS

The project manager may elect to hold a pre tender meeting. Pre-tender briefings can be either mandatory or non-mandatory. Pre tender meetings must be held on one occasion, not held over a period of days. Pre planning and notice to potential tenderers is critical and should be advertised in the RFT documentation.

The advantage of holding pre tender meetings allows Council officers to reinforce its primary requirements and essence of the contract, and permits tenderers to clarify any uncertainties and capacity to fulfil the contract requirements and also allows tenderers to familiarise themselves with the site conditions.

The pre tender meeting must be minuted and all questions and answers are to be uploaded to the eProcure portal and shared with all registered parties to the opportunity.

25. ISSUE OF ADDENDA

Circumstances may arise where it is necessary to issue addenda for clarification or to provide further information during the RFT/RFQ process which was not included in the original documentation. Addenda must be issued consistently to all registered suppliers to the opportunity .

Consistency must be adopted in all communication with tenderers where matters are clarified or components explained. Tenderers must be provided with all questions and answers and have adequate time to respond in their proposal. A cut-off date for questions is 72 hours prior to the close of tenders and quotations.



26. COMMUNICATION DURING THE OPEN TENDER/QUOTATION PHASE

All communication with tenderers during the Request for Tender and the Request for Quotation phase must be managed through the eProcure portal. Suppliers are able to lodge a written question through the eProcure portal. The Procurement and Contracts Officer, for Tenders or the relevant eProcure Administrative Officer for Quotations will receive the question and respond in a public forum to all suppliers that have registered for the opportunity.

Council officers must not engage directly with suppliers during the open tender/quotation phase.

27. LODGEMENT AND CLOSE OF TENDERS

All tenders, expression of interest and request for quotation must be submitted via the eProcure portal at www.eprocure.com.au/horsham-rural-city-Council

27.1 Opening and Registration of Quotations and Tenders

All tenders, expression of interest and quotations will be opened via the eProcure portal by the Procurement and Contracts Officer or in the case of RFQ, by the relevant eProcure Administrative Officer. There is a strict layer of probity applied to this process and it is a fully auditable and secure process, only allowing access to submissions once the close off time has been reached and all Confidentiality and Conflict of Interest documents have been completed by the Tender Evaluation Panel. The Procurement and Contracts Officer will review tenders received and check for compliance, non-compliance statements and that all Quality Assurance documentation has been lodged.

28. NO TENDERS RECEIVED

In the event that Council undertakes a compliant public tender process and does not receive any tenders or rejects all tenders on the basis they did not meet Council's specifications outlined in the tender document, Council has two options:

- Council may elect to have its own staff to undertake the delivering of the service or works required without changing the original requirements.
- Re advertise the tender in its original form, or with amendments.

29. LATE TENDERS

Council will not accept late tenders under any circumstances.

30. TENDER EVALUATION PANELS

30.1 Appointment of Panel Members

30.1.1 Evaluation Panels

(a) Appointment of Panel Members

The relevant Project Manager will be responsible to recruit members to the panel. A minimum of three staff members will form the panel membership for evaluation of Tenders.

The following panel membership composition applies to the evaluation of Quotations:

- Where the value of the RFQ is anticipated to be less than \$30,000 including GST– one evaluator required
- Where the value of the RFQ is anticipated to be between \$30,001 and \$50,000 including GST – two evaluators are required
- Where the value of the RFQ is anticipated to be greater than \$50,001 including GST – three evaluators are required.

Where a Director has the delegated authority to accept the recommendation of the evaluation panel, the Director must not form part of the evaluation panel, unless the recommendation of the panel is to be determined by the Chief Executive Officer.

(b) Criteria for Panel Members

Panel members must have the appropriate skills and knowledge to evaluate tender responses. The panel membership should aim to include:

- Department Manager
- One staff member with appropriate level of understanding and expertise around the project under evaluation
- One member from another unit or department.

(c) External Panel Members

Where the tender is of a specific or technical nature, an external specialist in the field may be recruited to sit on the panel to provide technical advice. The specialist will not have voting rights, but must be bound by the same probity regulations and guidelines as Council staff.

30.1.2 Evaluation Criteria

Council may include the following evaluation criteria categories to determine whether a proposed contract provides value for money:

- Capacity of the tenderer to provide the goods and/or services and/or works
- Capability of the tenderer to provide the goods and/or services and/or works
- Demonstration of sustainability
- Tendered price
- Local content.

30.1.3 Whole of Life Assessment

Tendered price may be evaluated on a whole-of-life basis. If so, tenderers are to be advised that the basis of the price assessment will be whole-of-life costing, and tenderers are to be provided information on the operating regime of the item being tendered, so that they can provide information about:

- Operating costs
- Maintenance costs
- End of life value / decommissioning costs
- Other information

30.2 Councillors and the CEO

Councillors and the CEO must not form part of any tender evaluation panel in any capacity. The role of Council or the CEO is to accept or reject the recommendation of the panel, not form part of the decision making and recommendation.

30.3 Community Groups

Members of a Community Group must not form part a tender evaluation panel in any capacity. Council Officers forming the evaluation panel are appointed under strict terms to ensure confidentiality is not breached and commercial in confidence material remains with Council Officers only.

30.4 Evaluation of In-house Tenders

Where tender proposals from 'in-house' teams are to be evaluated then Council will:

- Ensure the highest standards of probity in all matters associated with the tender
- Appoint at least one panel member who is independent of the Council.

31. ROLE OF TENDER EVALUATION PANEL MEMBERS

Persons who are appointed to tender evaluation panels must adhere to the following requirements:

- Act objectively and fairly throughout the tender evaluation process to ensure that all bidders are given an equal chance to succeed with their bid and that the integrity of the process is upheld.
- Hold information received as part of a bid in the strictest confidence and not release this information outside the tender evaluation panel.
- Not divulge information on the deliberations and decisions of the tender evaluation panel.
- Evaluate tenders in strict conformity with the tender evaluation criteria, and not use personal judgement.
- The Procurement and Contracts Officer will check for compliance with occupational health and safety standards, provision of financial information, quality assurance systems and accreditation, referee checks, insurances and completion of all schedules prior to commencement of the evaluation process.

31.1 Role of the Tender Evaluation Panel Chairperson

The authoriser of the Tender Initiation Form will nominate a member of the panel as Chairperson, for approval by the relevant Director.

The role of the chairperson is to:

- Confirm that all members of the tender evaluation panel complete and lodge a conflict of interest declaration and confidentiality deeds, prior to the commencement of the evaluation process.

- Ensure the evaluation process is conducted in a consistent, robust and fair manner.
- Prepare the tender evaluation report and ensure it is duly signed by each member of the tender evaluation panel.
- Prepare any questions from panel members to the tenderers. Questions must to be submitted to the Procurement and Contracts Officer. Post tender questions will be lodged on the eProcure portal as part of the post tender negotiation process. This is a private forum only.
- Prepare the tender evaluation report in a timely manner and provide a final copy to the Procurement and Contracts Officer, Governance.
- Ensure an accurate record is kept of the tender evaluation panel's deliberations for audit purposes.

31.2 Role of the Moderator

The eProcure system provides for a Moderator to confirm the evaluation processes. The moderator will ensure that the scoring has been done in accordance with the relevant criteria. In the event of any significant discrepancies in scoring, the moderator will convene a consensus meeting with panel members to discuss the reasons, with the aim of reaching consensus between panel members.

The Moderator will produce the final evaluation and moderation reports and provide to the Chairperson of the Panel. Once the evaluation panel has determined the successful supplier, they must notify the relevant eProcure Administrator who will notify the successful and unsuccessful suppliers of the outcome.

32. NON-COMPLYING TENDERS

Where Council has sought tenders or quotes for a specific project, tenderers may submit a non-conforming offer only on the basis that a conforming offer is also submitted. The tender documents contain a schedule where the tenderer must declare if their bid is conforming or non-conforming. Where the bid is non-conforming the tenderer must include on the Schedule the reason for the non-conformity and any financial impact this has on the bid.

33. EVALUATION CRITERIA

33.1 Evaluation Criteria

The purpose of using evaluation criteria is to determine which company offers greatest value for money as well as the most suitably qualified to perform the work or service. Evaluation criteria and weightings must be incorporated in all RFTs and RFQs.

The tender evaluation criteria shall be generally structured in line with the the table below.

The mandatory criteria must be included in all evaluation criteria, however, there may be specific circumstances where the mandatory criteria does not suit the procurement activity. In this case, the mandatory criteria may be altered i.e. purchase of goods. The qualitative criteria and weighting may differ depending on the project.

Examples of Criteria are:

Criteria	Description	Weight
MANDATORY CRITERIA		
Financial Viability	Demonstrated financial capacity to deliver the project	PASS/FAIL
QA and OHS	Evidence of Systems in place	PASS/FAIL
Insurance	Evidence of Work Cover, Public Liability, Professional Indemnity	PASS/FAIL
QUANTITATIVE CRITERIA		
Price	Tendered Price	40%
QUALITATIVE CRITERIA		60%
Capacity/Capability	Experience, Proven Performance, Resources, Completion of Project within Time frames	40%
Compliance	Demonstrated understanding and compliance with the proposed contract	25%
Risk Management	Identification and assessment of any risks which may occur during the term of the Contract	25%
Local Content	Contribution to the local economy	10%

The Procurement and Contracts Officer can assist with assigning your qualitative criteria if required.

33.2 Weighting of Price

Evaluation criteria and weighting is included in the RFT, EOI or RFQ documents.

Council applies the following formula to calculate a score for price:

Where:

- A = Weight for price
- B = Lowest bid
- C = Current bid under tender
- $A \times B / C$ = score for price

33.3 Weighting of Selection Criteria

Score	RFX Evaluation Scoring	Examples
0	<p>The Evaluator is not confident that the respondent:</p> <ul style="list-style-type: none"> • Understands the contract/project criteria • Will be able to satisfactorily complete the contract/project 	<p>No paperwork has been provided. The respondent has not answered the questions that were asked, nor provided any text to address the question.</p>
1	<p>The Evaluator has some major reservations whether the respondent:</p> <ul style="list-style-type: none"> • Understands the contract/project criteria • Will be able to satisfactorily complete the contract/project <p>Score either a 1 or 2 based on the quality of the response</p>	<p>The respondent has provided a limited response but no documentation.</p> <p>You can score either 1 or 2 in this case – one respondent may have a slightly better response than another. This allows you to differentiate between the submissions.</p>
2	<p>The Evaluator has some major reservations whether the respondent:</p> <ul style="list-style-type: none"> • Understands the contract/project requirements • Will be able to satisfactorily complete the contract/project requirements <p>Score either a 1 or 2 based on the quality of the response</p>	<p>The respondent has provided a limited response but no documentation.</p> <p>You can score either 1 or 2 in this case – one respondent may have a slightly better response than another. This allows you to differentiate between the submissions.</p>
3	<p>The Evaluator has some minor reservations whether the respondent:</p> <ul style="list-style-type: none"> • Understands the contract requirements covered by this qualitative requirement; and / or • Will be able to satisfactorily complete the contract requirements <p>Score either a 3 or 4 based on the quality of the response</p>	<p>The respondent has provided more details in their response but no documentation. They may have promised to provide it if they are the successful submission.</p> <p>You can score either 3 or 4 in this case – one respondent may have a slightly better response than another. This allows you to differentiate between the submissions.</p>
4	<p>The Evaluator has some minor reservations whether the respondent:</p> <ul style="list-style-type: none"> • Understands the contract requirements covered by this qualitative requirement; and / or • Will be able to satisfactorily complete the contract requirements <p>Score either a 3 or 4 based on the quality of the response</p>	<p>The respondent has provided more details in their response but still no documentation.</p> <p>You can score either 3 or 4 in this case – one respondent may have a slightly better response than another. This allows you to differentiate between the submissions.</p>
5	<p>The Evaluator is somewhat confident that the respondent:</p> <ul style="list-style-type: none"> • Understands the contract requirements covered by this qualitative requirement; and / or • Will be able to satisfactorily complete the contract requirements to an acceptable standard. <p>Score either a 5 or 6 based on the quality of the response</p>	<p>The respondent has provided some documentation but not necessarily of a high quality.</p> <p>You can score either 5 or 6 in this case – one respondent may have a slightly better response than another. This allows you to differentiate between the submissions.</p>

Score	RFX Evaluation Scoring	Examples
6	<p>The Evaluator is somewhat confident that the respondent:</p> <ul style="list-style-type: none"> • Understands the contract requirements covered by this qualitative requirement; and / or • Will be able to satisfactorily complete the contract requirements to an acceptable standard. <p>Score either a 5 or 6 based on the quality of the response</p>	<p>The respondent has provided some documentation but not necessarily of a high quality.</p> <p>You can score either 5 or 6 in this case – one respondent may have a slightly better response than another. This allows you to differentiate between the submissions.</p>
7	<p>The Evaluator is reasonably confident that the respondent:</p> <ul style="list-style-type: none"> • Understands the contract requirements covered by this qualitative requirement; and / or • Will be able to satisfactorily complete the contract requirements to a high standard. <p>Score either a 7 or 8 based on the quality of the response</p>	<p>The respondent has provided full documentation of a reasonable quality.</p> <p>You can score either 7 or 8 in this case – one respondent may have a slightly better response than another. This allows you to differentiate between the submissions.</p>
8	<p>The Evaluator is reasonably confident that the respondent:</p> <ul style="list-style-type: none"> • Understands the contract requirements covered by this qualitative requirement; and / or • Will be able to satisfactorily complete the contract requirements to a high standard. Score either a 7 or 8 based on the quality of the response 	<p>The respondent has provided full documentation of a reasonable quality.</p> <p>You can score either 7 or 8 in this case – one respondent may have a slightly better response than another. This allows you to differentiate between the submissions.</p>
9	<p>The Evaluator is fully confident that the respondent:</p> <ul style="list-style-type: none"> • Understands the contract requirements covered by this qualitative requirement; and / or • Will be able to satisfactorily complete the contract requirements to a high standard. 	<p>The respondent has provided full documentation of good quality.</p>
10	<p>The Evaluator is fully confident that the respondent:</p> <ul style="list-style-type: none"> • Fully understands the contract requirements covered by this qualitative requirement; and / or • Will be able to satisfactorily complete the contract requirements to the highest standard. 	<p>The respondent has provided full documentation of the highest quality. There is nothing that could be done to improve the submission.</p>

33.4 Tenderer Interviews

Evaluation panels may decide it is beneficial to interview tenderers, generally those which have been short-listed, in order to clarify parts of their tender submissions. The objective of such interviews is to address issues arising from each bid and/or to improve the panel's understanding of the ability of the bidder to deliver on their bid. Interviews should be fully documented.

Interviews may also be designed to allow tenderers to make presentations to the panel where it is appropriate to the tender circumstances.

34. POST-TENDER NEGOTIATIONS

If the tender evaluation panel seeks the option to conduct post tender negotiations, then the following steps must be undertaken:

- The tender evaluation panel must first select a preferred tenderer or shortlist the tenders that most closely meet the requirements of the contract and will best deliver Council's objectives for the contract.
- The shortlisting process must be defensible, based on both weighted score and price. There has to be a clear break between the shortlist and other tenderers.
- The tender evaluation panel or, at the chairperson's discretion, some members of the panel should meet with the preferred tenderers. Persons with expertise in negotiation may be included. No less than two persons representing Council should participate in order to ensure the contents and intent of any discussion can be confirmed by a second person.
- The preferred tenderer or short listed tenderers must be advised that they are the panel's preferred tenderer(s) but that this does not constitute an acceptance of the tender but rather an invitation to negotiate and/or seek further clarification around aspects of their tender. This is not an exercise or opportunity to trade-off one tenderer's bid against another bid in order to obtain lower prices.
- Negotiations must not result in a change of the scope of the original request for tender. A tender must not be 'downsized' during negotiation to meet a budget allowance. This may cause a risk of breaching the Competition and Consumer Act 2010 in that the original request for tender may be found to be misleading or deceptive conduct.
- All post tender meetings and other discussions must be recorded in writing. Complete records of meetings must be maintained in order to form an audit trail and to demonstrate the integrity of the process has been maintained.
- Where negotiations are unsuccessful, the preferred tenderer or shortlisted tenderers will be advised.
- The result of post-tender negotiations must be reported in the tender evaluation report.

34.1 Tender Evaluation Reporting

The tender evaluation report includes a description of the project, background and scope of the project, panel members, conflict of interest declarations, confidentiality agreements, method of procurement, budget estimate, date the tender was released to the public and closing dates, summary of the bids received, selection criteria and weightings and any collaborative procurement opportunities explored.

- Where the single procurement activity or the cumulative procurement activity over two financial years does not exceed \$110,000 inc GST, the Director has delegation to sign off approval.
- Where the single procurement activity or the cumulative procurement activity over two financial years does not exceed \$275,000 inc GST, the CEO has delegated authority to sign off approval.
- Where the single procurement activity or the cumulative procurement activity over two financial years exceeds the CEO's delegation of \$275,000 inc GST approval to award the contract can only be through a resolution of Council. The Tender Evaluation Report must be completed along with a report to Council.

(The Tender Evaluation Report is located on the Intranet)

35. NO TENDERS ACCEPTED

Where Council cannot achieve its objectives from the responses to a tender, Council reserves the right not to accept any tenders. Council must notify all respondents in writing advising of their decision with an explanation as to why the awarding of the contract will not proceed.

36. REJECTION OF THE TENDER EVALUATION PANEL'S RECOMMENDATION

Only the CEO or Council has authority to reject the recommendation of the Tender Evaluation Panel. Any decision which is inconsistent with the tender evaluation panel's recommendation should include the reasons for making an alternative decision. Such a decision must be compatible with the selection criteria published in the tender documentation.

A new panel must be appointed by the relevant Director to commence the tender evaluation process again.

36.1 Advice to Tenderers and Public Announcements

The Procurement and Contracts Officer will notify both successful and unsuccessful tenderers for RFT process and the relevant eProcure Administrative Officer for RFQ process. If the unsuccessful tenderers seek further clarification around why their offer was not accepted, the Chair of the tender evaluation panel is able to provide further advice without divulging any information of other tenderers submission. The only information released publicly regarding the award of contract must be:

- Price of the winning bid, company name and address
- General description of the contract.

37. CONTRACT DOCUMENTATION

The contract must be executed by each of the parties prior to works commencing.

The Procurement and Contracts Officer will assemble the contract documentation for execution. Contracts are issued through DocuSign for electronic signatures, Council no longer issues paper based contracts.. If there are amendments as a result of post tender negotiations, these must be incorporated in the executed contract. Council officers must not seek to accelerate the commencement of services or works by the issuing of a Letter of Intent or Heads of Agreement, as they may be problematic. They will only rarely be considered a binding contract and therefore must not be used to accelerate the commencement of a project.

There may be exceptional circumstances where a Letter of Intent may be used, but only with prior approval of the CEO.

37.1 Execution of Contracts

The careful execution of the contract documentation is vital to the validity of the contract. The signatories to a contract on behalf of Council depend on the following delegations and authorisation:

Where the cumulative procurement or single procurement activity over a two-year period is up to \$110,000 including GST the Director of the relevant department may execute the contract.

Where the cumulative procurement or single procurement activity over a two-year period is up to \$275,000 including GST the CEO may execute the contract. Where the cumulative procurement or single procurement activity over a two-year period is greater than \$275,000 inc GST Council is the only body that can accept the recommendation of the tender evaluation panel to accept the contract. Council may delegate authority to the CEO to execute the contract on behalf of Council.

38. AUTHORITY TO APPROVE FINANCIAL CONTRACT VARIATION

Under Council's Delegation of Duties – Financial Delegations:

- A Department Manager is authorised to approve contract variations to the value of \$22,000 per contract within the allowable project budget
- A Director is authorised to approve contract variations to the value of \$55,000 per contract within the allowable project budget
- The CEO may approve contract variations above \$50,000 but do not exceed \$275,000 per contract.
- Variations above \$275,000 per contract must be approved via a resolution of Council.

All variations must be reported to Council at the monthly Finance and Performance meetings, through the Procurement and Contracts Officer.

39. TENDER PERFORMANCE SECURITY AND RETENTION MONIES

Council must hold a security deposit for all construction contracts, any services where default in performance will have an impact on the outcome of the service and financial implications for Council. The basic principle is that Council, as the contract principal, holds security for the purpose of ensuring the due and proper performance of the contract. The security deposit is released by Council to the financial institution (or the contractor where cash security is lodged) either once the work is complete or, if the contract provides and where the sum is substantial, at certain stages of the contract.

Security must be in the form of cash, cheque or an unconditional bank guarantee, void of expiry dates, provided by an approved financial institution. The Bank Guarantee must nominate Horsham Rural City Council as the sole beneficiary. Some building and construction contracts allow for retention monies where a specified percentage from progress payments is retained from progress payment until the amount of retention equals the total amount of security (sometimes deducted at the rate of 10% of each payment until a total of 5% of the value of the contract sum is reached). The risks associated with allowing retention monies is that should the contractor fail or the works are defective in the early stage of the project, Council will not be holding adequate security to remedy the works. Council will only allow retention arrangements under special circumstances and must be approved by the CEO.



40. COMMUNICATION

Intranet, Staff Meetings, Staff Induction and Governance Procurement Training.

41. RESPONSIBILITY

Responsible Owner: Director Corporate Services

42. DEFINITIONS

Term	Meaning
the Act	<i>Local Government Act 2020</i>
Addendum	Additional information or corrections about a request for tender, provided to all registered potential tenderers after the initial advertising date.
Bid	An offer by one party to enter into a legally binding contract with another party, often used interchangeably with quote, tender, response and offer. See also 'tender'.
Tenderer	The party offering to enter into a legally binding contract with another party, often used interchangeably with respondent and tenderer.
Commercial in Confidence	Information that, if released, may prejudice the business dealings of a party (for example, discounts, rebates, profits, methodologies and process information). It is information provided for a specific purpose that is not to be used for any other purpose than set out in the initial document.
Conditions of Contract	The contractual terms that define the obligations and rights of the parties involved in the contract, and form the basis of the contract awarded to the successful tenderer.
Conditions of Tendering	Rules governing the content and submission of tenders and the conduct of the tendering process.
Conflict of Interest	A declaration signed by members of the tender evaluation panel to declare if they have a conflict of interest.
Confidentiality Agreement	A written legal document that is proof and record of the obligations agreed to between the parties; to protect the commercial interests of the Council and/or the contractor. Often used interchangeably with the deed of confidentiality.
Contract	An agreement between two or more authorised persons on behalf of their organisations to perform or not perform a specific act/s that is enforceable in law.
Contract Documents	Documents construed together as an instrument of contract. They include terms and conditions, specifications, drawings, tender responses, delivery schedules and payment schedules.
Contract Management	The process that ensures both parties to a contract fully meet their respective obligations as efficiently and effectively as possible, in order to deliver the business and operational objectives required from the contract and in particular, to provide value for money.
Project Manager	The person nominated by the Council to manage the day-to-day matters of the contract. See also superintendent.
Contractor	Respondent (person, firm, etc.) whose tender/quotation offer has been accepted by the Council with or without modification.

Term	Meaning
Contract Variation	An addition or alteration to the goods, services or works under a contract that is within the general scope of the original contract. A contract variation must be documented between the parties with a letter or a deed of variation.
Delegate	A person authorised by the Council or CEO to make general or specified decisions constrained only by the instrument of delegation. Specifically, delegates commit and incur expenditure. The delegate is responsible for actions arising from their use of such power.
Delegation	A power handed down by the Council or CEO in an instrument to enable a delegate to act on Council's behalf.
Due Diligence	The process of reviewing and analysing in detail the capacity of a bidding organisation to meet future contract performance requirements. This may include a detailed assessment of the organisation's financial stability, legal risks, technical capacity and infrastructure.
EProcurement	EProcurement refers to the use of electronic methods at any stage of the procurement process from identification of a requirement through to any to contract management and possibly procured asset management. Electronic tendering is the undertaking of the tendering process stage by electronic methods.
E Tendering	An internet-based electronic tendering system that provides the facility to electronically invite or advertise RFTs and Quotes, distribute RFT and Quote documents, securely receive and open tenders, and provide various notices.
Evaluation Criteria	The criteria used to evaluate the compliance and/or relative ranking of tender responses. All evaluation criteria must be clearly stated in the request documentation.
General Conditions of Contract	Contractual terms which define the obligations and rights of the parties involved in the contract, and form the basis of the contract awarded to the successful tenderer.
Late Tender	A tender received after the specified closing time and date.
Negotiation	The process between two or more parties to reach an overall satisfactory arrangement.
Probity	In the context of a procurement process probity is a defensible process which is able to withstand internal and external scrutiny – one which achieves both accountability and transparency, providing tenderers with fair and equitable treatment.
Probity Advisor	A contractor with extensive experience and skills in procurement who may develop probity plans and other key documents and provide advice and training to staff on probity principles and guidelines.
Probity Auditor	A contractor who provides the CEO with an independent and appropriate sign-off on probity requirements generally at the end of the procurement process.
Preferred Tenderer	Tenderer who at the conclusion of the evaluation period has been selected to enter contract negotiations for the contract with the principal.
Procurement	Procurement is the whole process of acquisition of external goods, services and works. It can include planning, design, standards determination, specification writing, preparation of quotation and tender documentation, selection of suppliers, financing, contract administration, disposals, and other related functions. It also includes the organisational and governance frameworks that underpin the procurement function.



Term	Meaning
Request for Expressions of Interest (EOI)	An invitation for persons to submit an EOI for the provision of the goods, services or works generally set out in the overview of requirements contained in the document. This invitation is not an offer or a contract. It identifies potential suppliers interested in, and capable of, delivering the required goods or services. Potential suppliers are asked to provide information on their capability to do the work. It is usually the first stage of a multi-stage tender process. See also 'expression of interest'.
Request for Quotation (RFQ)	A written process of inviting offers to supply goods and/or services involving simple documentation, a limited number of potential suppliers and generally of relatively lower values.
Request for Tender (RFT)	A request for offer against a set of clearly defined and specified requirements. Tenderers are advised of all requirements involved, including the conditions of tendering and proposed contract conditions.
Quotation/Quote	A document in the form of an offer to supply goods and/or services, usually in response to a request for quotation.
Specification	The statement which clearly and accurately describes the essential requirements for goods, services or works. It may also include the procedures by which it will be determined that the requirements have been met and performance required under a contract.
Social Procurement	The use of procurement processes and purchasing power to generate positive social outcomes in addition to the delivery of efficient goods, services and works.
Procurement Conduct Plan	Refers to a detailed plan for a proposed procurement process. It outlines the procurement strategy for major contracts and draws a strategic connection between the higher level project planning and implementation through procurement.

43. SUPPORTING DOCUMENTS

Document	Location
HRCC Staff Conflict of Interest Procedure	Intranet
HRCC Council Procurement Card Use Policy	Intranet
HRCC Fraud and Corruption Control Policy	Intranet
HRCC Gifts, Benefits and Hospitality Policy	Intranet
HRCC Procurement Policy	Intranet
Victorian Local Government - Best Practice Procurement Guidelines 2013	Internet
Local Government Act 2020	Intranet

44. DOCUMENT CONTROL

Version Number	Approval Date	Approval By	Amendment	Review Date
01	21 May 2019	EMT	• New Procedure	21 May 2022
02	9 June 2020	EMT	• Review	9 June 2023
03	10 August 2021	EMT	• Review to reflect <i>Local Government Act 2020</i>	10 August 2024



Appendix A – Request for Tender Step Process

PROCESS STEPS	LEAD OFFICER
TENDER DOCUMENTATION DEVELOPMENT	
Construction Contract	
Specification development	Project Manager
Specification approval	Appropriate Director
Drawings developed	Project Manager
Drawings approved	Appropriate Director
Critical dates for completion	Project Manager
Supply Contract	
Existing contractor termination notified	Procurement and Contracts Officer
Service fully described	Project Manager
Time period of new contract - term	Project Manager
Review of annual supply rates/approval (within CPI)	Procurement and Contracts Officer
<ul style="list-style-type: none"> • State Government, Procurement Australia and MAV Contracts or other joint contract resulting from a collaborative Procurement process 	
Preparation requests for quotes	Lead Officer Requesting Quotation
REQUEST FOR TENDER	
Complete tender initiation template	Project Manager
Tender pricing schedules	Project Manager
Returnable schedules	Procurement and Contracts Officer
Conditions of tender	Procurement and Contracts Officer
Conditions of Contract – i.e. Australian Standards	Procurement and Contracts Officer
Tender length of time open	Procurement and Contracts Officer/ Project Manager
Tender close date and time	Procurement and Contracts Officer
Tender evaluation weighting and methodology	Procurement and Contracts Officer/



PROCESS STEPS	LEAD OFFICER
	Project Manager
Superintendent to be nominated in invitation documents	Project Manager
General conditions of contract annexures	Procurement and Contracts Officer
Supporting documents	Project Manager
Review of tender invitation documents for fairness and probity	Procurement and Contracts Officer
Advertising tender	Procurement and Contracts Officer
Inviting tenders	Procurement and Contracts Officer
Questions from tenderers during open tender process	Procurement and Contracts Officer
Response and availability to questions	Project Manager
Upload response to questions to eProcure portal	Procurement and Contracts Officer
Issuing of addendums	Procurement and Contracts Officer
Tender opening	Procurement and Contracts Officer
Initial screening for compliance and probity of tenders	Procurement and Contracts Officer
Further information from tenderers	Procurement and Contracts Officer
Tender Evaluation Panel	
Establishment of panel membership	Authoriser of Tender Initiation
Appointment of panel chairperson	Project Manager
Referee check	Panel Chair
Financial statement check for projects over \$500,000 or new contractors for major projects	Panel Chair
Tender negotiation	Panel Chair
Tender evaluation report	Panel Chair
Notify tenderers if delays in process	Procurement and Contracts Officer
Award of Contract	Refer to Delegations
Preparation of contract/execution, signing by all parties	Procurement and Contracts Officer
Unsuccessful tenderers notified	Procurement and Contracts Officer



PROCESS STEPS	LEAD OFFICER
Provide feedback to unsuccessful tenderers	Procurement and Contracts Officer
Initial contract administration meeting – Minutes to Procurement and Contracts Officer	Project Manager
Works are not to commence until all documents have been received by Procurement and Contracts Officer. <ul style="list-style-type: none"> • Contract Security • Evidence of Insurance • OHS and Quality Assurance Documentation <ul style="list-style-type: none"> ➤ Environmental Management Plan ➤ Cultural Heritage Management Plan ➤ Dial Before You Dig ➤ Traffic Management Plans • Possession of Site 	Project Manager
Contract Administration whilst Project is on Foot	Project Manager



APPENDIX B – Request for Quotation Step Process

(All Procurement activity between \$15,001 and \$150,000 Inc GST)

ACTION		RESPONSIBLE OFFICER
1	Download and complete the RFQ Form Located on the Intranet under Forms	LEAD OFFICER REQUESTING QUOTE
2	Email completed RFQ to the Procurement Administrator. Include in the body of email the suppliers to be invited, name of evaluator/s and any other specific requirements and documents. Include the project budget	LEAD OFFICER REQUESTING QUOTE
3	Use Risk Assessment Tool – If risk is deemed medium to high, escalate RFQ to Procurement and Contracts Officer	LEAD OFFICER REQUESTING QUOTE
4	Create new RFQ opportunity in eProcure portal invite suppliers, add online forms and assign evaluator/s as nominated	EPROCURE ADMINISTRATIVE OFFICER
5	Manage any questions raised through the eProcure portal	EPROCUREMENT ADMINISTRATIVE OFFICER
6	Evaluate submissions	NOMINATED EVALUATOR/S
7	Raise requisition. Attach the tender final report, moderators reports and quotations. Once approved, send Purchase Order to the supplier.	LEAD OFFICER REQUESTING QUOTE
8	Send an email to the Procurement Administrator (who originally uploaded the RFQ) advising of the successful bid.	LEAD OFFICER REQUESTING QUOTE
9	Advise successful and unsuccessful bidders via the eProcure portal	PROCUREMENT ADMINISTRATIVE OFFICER

EPROCURE ADMINISTRATIVE OFFICERS:

- Shirley Brown
- Kat Campbell
- Lucy DeWit
- Sue Frankham
- Olivia Morris
- Amanda Munyard
- Kaylee Scott

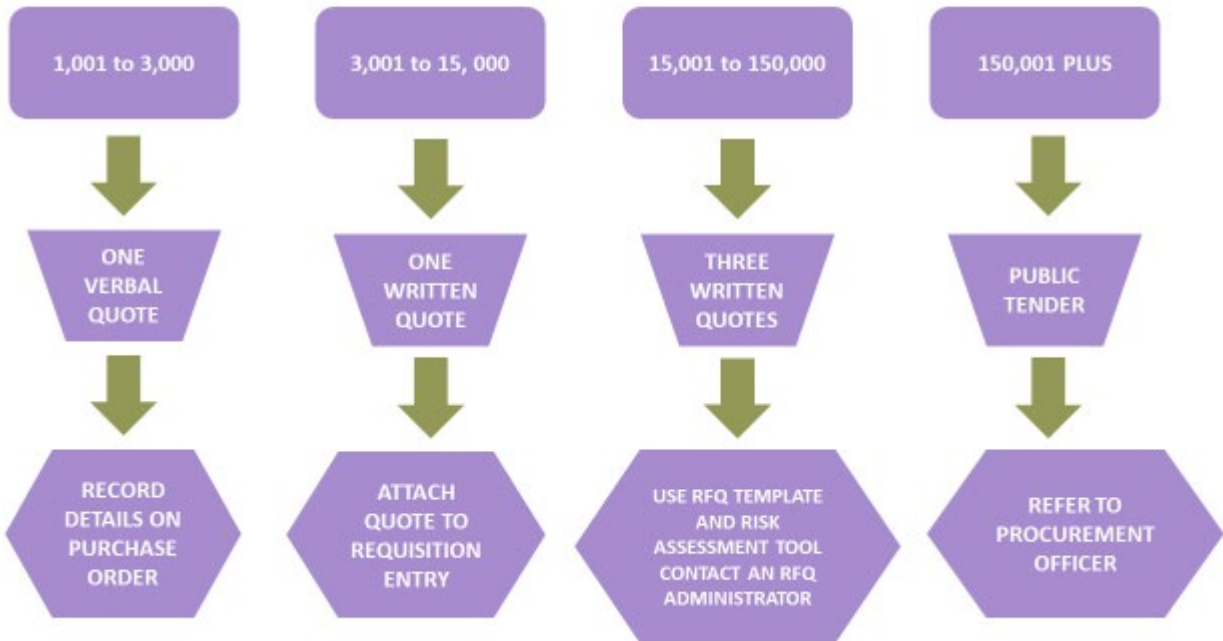


Appendix C – Purchasing Procedure Flow Chart



Valid 1 June 2020

PROCUREMENT PROCESS
 PROCUREMENT BELOW \$1,000 IS UNDERTAKEN USING PURCHASE CARDS
 OR DIRECT PURCHASE USING A PURCHASE ORDER
ALL AMOUNTS INCLUDE GST



Request for Quotation Templates, list of Procurement Administrators and additional resources are located under the Procurement Tile on the Intranet

Memorandum of Understanding

APPENDIX 9.7A

THIS MEMORANDUM OF UNDERSTANDING is executed on the ___ day of _____ 2021.

BETWEEN

GRAMPIANS TOURISM INC. (ABN 98 871 224 218) of 277 Grampians Road, Halls Gap Victoria 3381 a Regional Tourism Board constituted under the Incorporated Associations Reform Act 2012 (“GT”).

and

ARARAT RURAL CITY COUNCIL (ABN 92 492 188 087) of 59 Vincent St, Ararat Victoria 3377 (“ARCC”)

and

HORSHAM RURAL CITY COUNCIL (ABN 37 019 724 765) of 18 Roberts Avenue, Horsham Victoria 3402 (“HRCC”)

and

NORTHERN GRAMPIANS SHIRE COUNCIL (ABN 42 592 845 947) of 56-69 Main St, Stawell Victoria 3380 (“NGSC”)

and

SOUTHERN GRAMPIANS SHIRE COUNCIL (ABN 55 135 536 448) of 111 Brown Street, Hamilton Victoria 3300 (“SGSC”)

BACKGROUND

GT is a regional tourism board, established with the ongoing support of the Victorian State Government, to develop the visitor economy in the Grampians Region.

The member Councils are key stakeholders in GT and share a commitment to the development and growth of the Grampians as a key tourism destination.

PURPOSE OF THE AGREEMENT

The member Councils acknowledge that GT will have relationships with a number of stakeholders and funding bodies, which are the purview of the GT Board and GT Chief Executive Officer. This MOU relates particularly to the relationship between GT and member Councils.

The purpose of this agreement is to:

- establish the relationship between GT and the members Councils
- define particular goals for GT that meet the strategic intent of member Councils in the visitor economy
- commit to a minimum annual financial contribution from partner Councils to support GT in achievement of local government partner goals

TERM

This MOU takes effect on the date it is signed by both parties and will expire on 30 June 2024.

STRATEGIC GOALS

GT and the member Councils agree to the following four key strategic goals for GT during the term of this Agreement.

1. Brand development

Grampians Tourism will develop a strong, attractive, and unique Grampians brand. This brand will extend the “idea” of the Grampians to clearly include each of the partner local government areas.

2. Destination marketing

Grampians Tourism will market the Grampians as a key tourism destination to domestic and international markets. This will include a strong focus on developing markets in Melbourne and Victorian regional cities during the COVID recovery period

3. Digital Collateral

Grampians Tourism will develop high end digital collateral that supports brand development and destination marketing efforts, while enhancing the visitor experience for tourists when in region.

4. Strategic Product Identification and Support

Grampians Tourism will work with member local governments to identify strategic tourism products and opportunities and provide expertise and advice on their further development across the region.

FINANCIAL CONTRIBUTION

The minimum annual financial contribution of each member Council will be \$50,000 and consist of two parts:

- the first being to support the administration and operations of GT (\$35,000)
- the second being a contribution to destination marketing (\$15,000)

This amount shall be paid annually on the 1 August each year and reviewed at the annual review meeting between the partner Councils.

BOARD MEMBERSHIP

The Chief Executive Officer of each member Council shall be a member of the GT Board.

ANNUAL REVIEW AND REPORTING

An annual review of GT’s performance against the goals established in this Agreement will be undertaken by the CEO of GT, the Chair of the GT Board, and the CEOs of the member Councils. This review will be undertaken by 30 September each year.

The CEO and Chair of GT(or his/her delegate) will be available on reasonable notice to brief member Councils.

DISPUTE RESOLUTION

Any dispute arising in relation to this Agreement will be referred to a joint meeting between the Chairperson of GT and the Chief Executive Officers of each member Council. If resolution is not achieved the matter will be referred to an appropriate dispute resolution process.

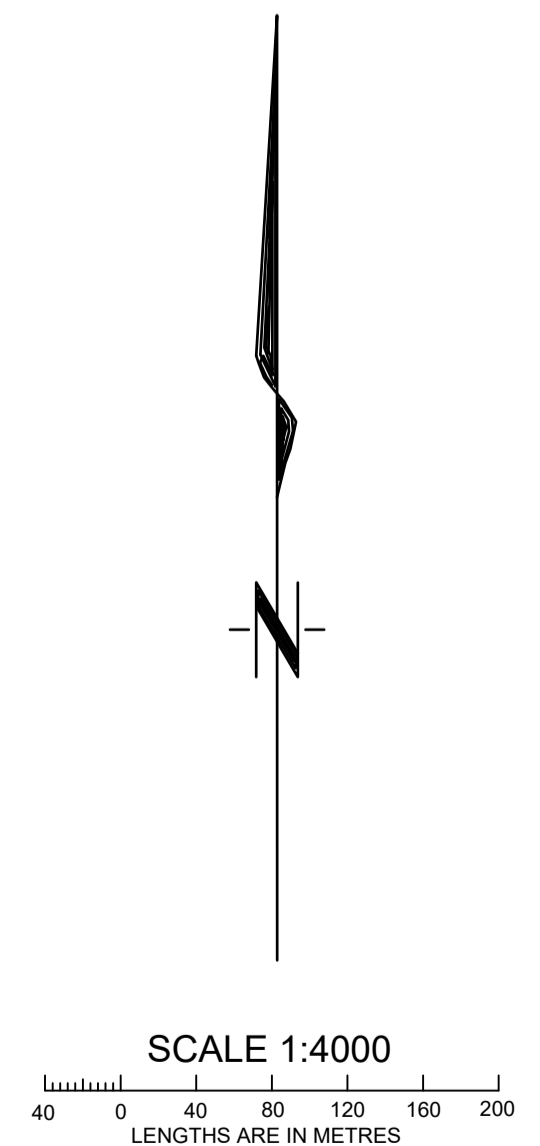
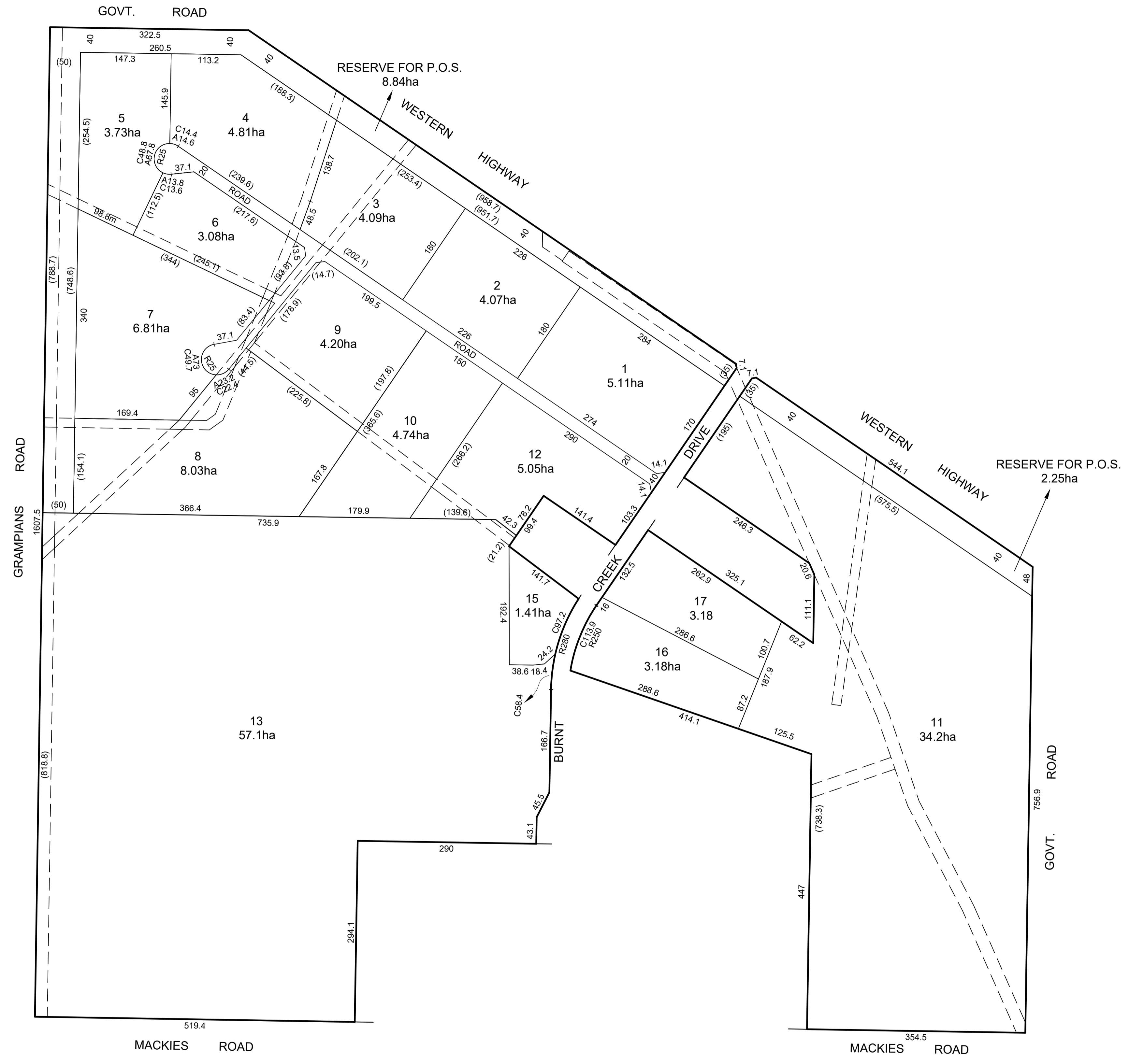
TERMINATION OF THE AGREEMENT

The Agreement may be terminated at any time by any member by providing 30 days’ notice in writing.

GENERAL PROVISIONS

The parties acknowledge that this MOU does not prevent any party from undertaking further and other activities within the broad areas under discussion either on their own or in conjunction with third parties.

This MOU is governed by the laws of the State of Victoria, Australia.



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 42 Macaulay Street Horsham,
 Victoria 3400
 ABN 76126 194 483
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 A member of Alexander Symonds Group
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 + Construction + Mining +
 + Spatial Information Management +

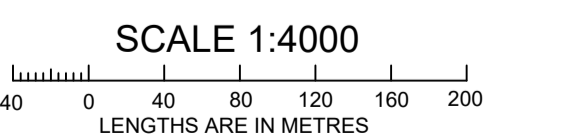
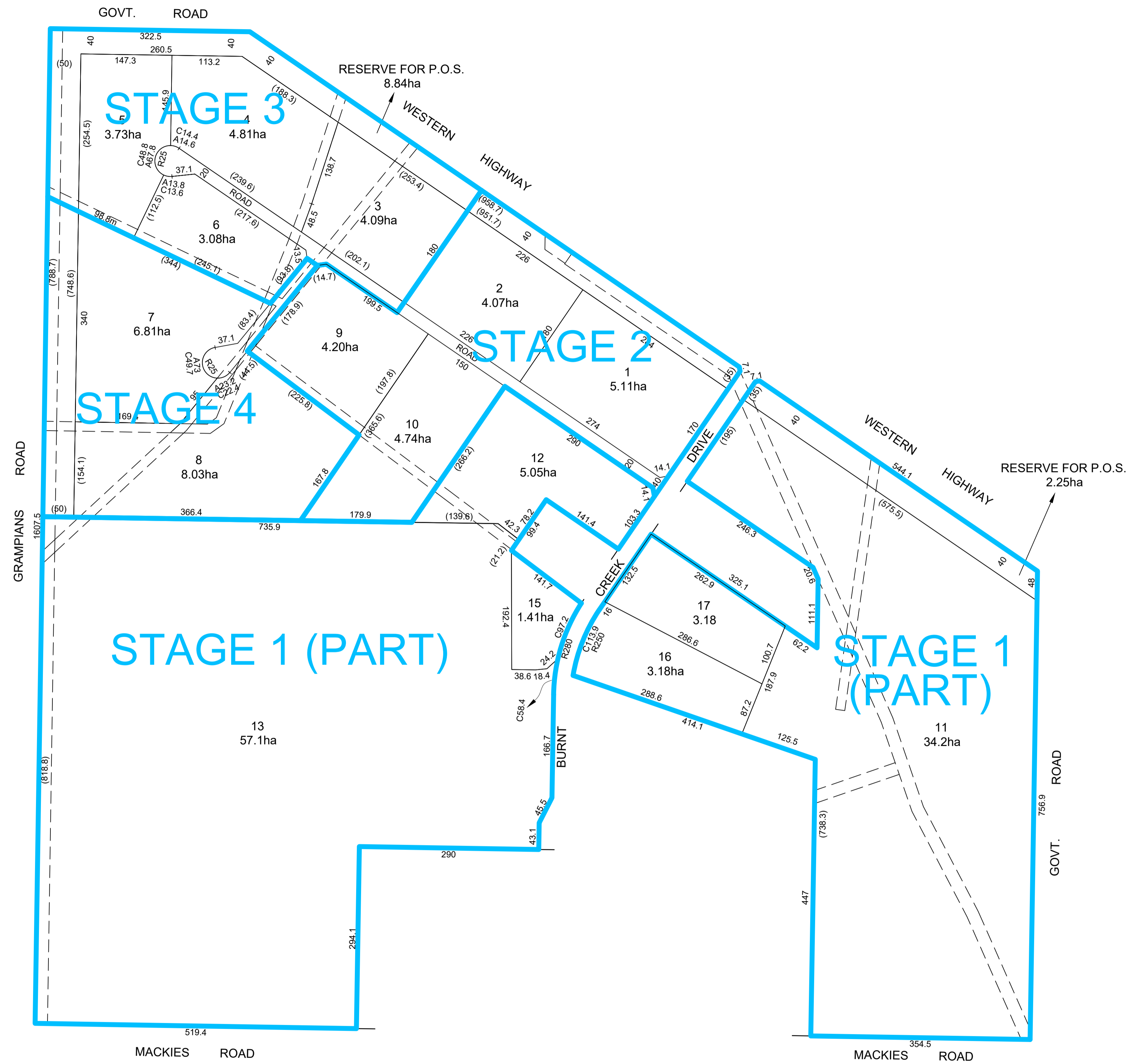
NOTATIONS
 SEE PS617139D & PS641596L FOR RELEVANT EASEMENT DETAILS.

N°.	DATE	REVISION

SCALE: 1:4000 (A1)
 DESIGNED:
 DRAWN: B.F. 17-05-21
 APPROVED:

**SUBDIVISION DESIGN OPTION 7
 AT BURNT CREEK DRIVE,
 BUNGALALLY 3401**

SHEET 1 OF 1 DRAWING N°. H027920 REV.



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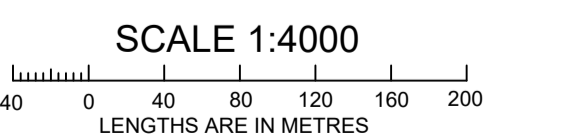
NOTATIONS
 SEE PS617139D & PS641596L FOR RELEVANT EASEMENT DETAILS.

N°.	DATE	REVISION

SCALE: 1:4000 (A1)
DESIGNED:
DRAWN: B.F. 17-05-21
APPROVED:

**SUBDIVISION DESIGN OPTION 7
 SHOWING PROPOSED STAGES
 AT BURNT CREEK DRIVE,
 BUNGALALLY 3401**

SHEET 1 OF 1 DRAWING N°. H027920 REV.



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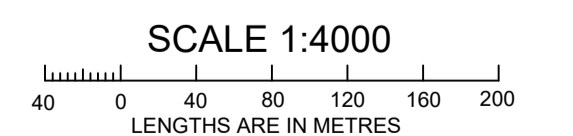
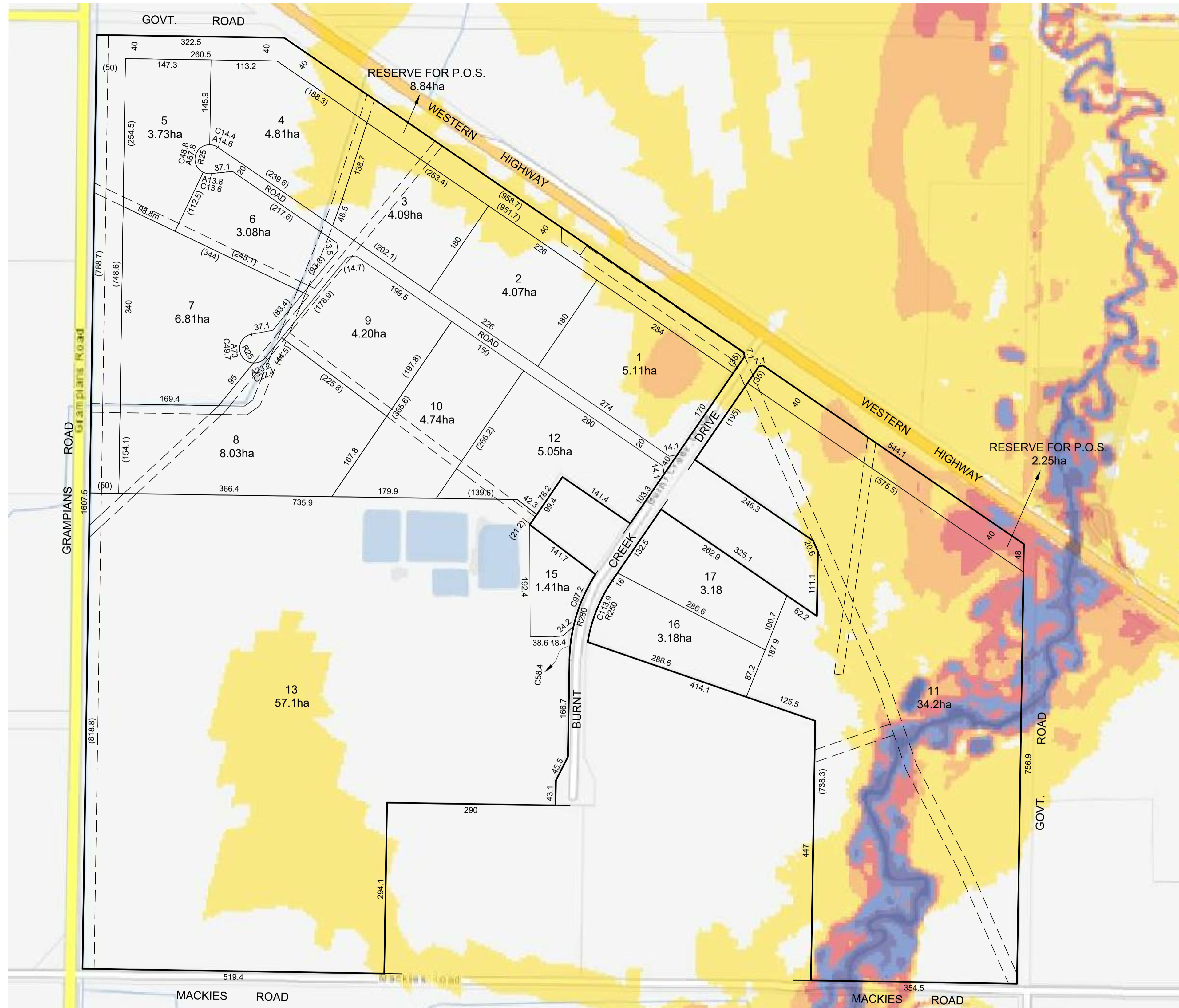
NOTATIONS
 SEE PS617139D & PS641596L FOR RELEVANT EASEMENT DETAILS.

N°.	DATE	REVISION

SCALE: 1:4000 (A1)
DESIGNED:
DRAWN: B.F. 17-05-21
APPROVED:

**SUBDIVISION DESIGN OPTION 7
 SHOWING EXISTING FEATURES
 AT BURNT CREEK DRIVE,
 BUNGALALLY 3401**

SHEET 1 OF 1 DRAWING N°. H027920 REV.



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NOTATIONS
 SEE PS617139D & PS641596L FOR RELEVANT EASEMENT DETAILS.

N°.	DATE	REVISION

SCALE: 1:4000 (A1)
 DESIGNED:
 DRAWN: B.F. 17-05-21
 APPROVED:

SUBDIVISION DESIGN OPTION 7
SHOWING WCMA FLOOD MAP DATA
AT BURNT CREEK DRIVE,
BUNGALALLY 3401
 SHEET 1 OF 1 | DRAWING N°. H027920 | REV.

INFORMAL MEETINGS OF COUNCILLORS

**COUNCIL WORKSHOP
HELD ON FRIDAY 16 JULY 2021 AT 11.00AM BY ZOOM**

Present: Cr R Gulline, Mayor, Cr D Bell, Cr D Bowe, Cr P Flynn, Cr C Haenel, Cr L Power, Cr I Ross; Sunil Bhalla, Chief Executive Officer; Graeme Harrison, Director Corporate Services; Kevin O'Brien, Director Communities and Place; John Martin, Director Infrastructure; Heather Proctor, Manager Finance; Michelle Rethus, Community Wellbeing Strategic Projects Officer; Diana McDonald, Acting Manager Governance & Information

Apologies:

1. VISION AND PLANNING – LONG TERM CAPITAL WORKS

Discussed the panel report and how the community vision and recommendations will inform strategic planning and Council Plan including Health and Wellbeing Plan.

2. LONG TERM CAPEX PLAN

Discussed the development of the Long Term Capex Plan, Community Panel input, what the program looks like and how will it be funded.

3. CLOSE

Meeting closed at 3.30pm

INFORMAL MEETINGS OF COUNCILLORS

**COUNCIL WORKSHOP
HELD ON WEDNESDAY 21 JULY 2021 AT 5.10PM BY ZOOM**

Present: Cr R Gulline, Mayor, Cr D Bell, Cr D Bowe, Cr P Flynn, Cr C Haenel, Cr I Ross; Sunil Bhalla, Chief Executive Officer; Graeme Harrison, Director Corporate Services; Kevin O'Brien, Director Communities and Place; John Martin, Director Infrastructure; Heather Proctor, Manager Finance; Michelle Rethus, Community Wellbeing Strategic Projects Officer; Diana McDonald, Acting Manager Governance & Information

Apologies: Cr L Power

1. COUNCIL PLAN

Discussed the community vision linkage to the Council Plan, strategic direction, Council Plan contents and template, the process to finalise the initiatives and priorities and responding to the Community Panel.

2. LONG-TERM FINANCIAL PLAN

Discussed the Long-term Financial Plan which is due 31 October 2021 and requires annual review.

3. CLOSE

Meeting closed at 9.00pm

INFORMAL MEETINGS OF COUNCILLORS**COUNCIL BRIEFING HELD BY ZOOM
ON TUESDAY 3 AUGUST 2021 AT 5.00PM**

Present: Cr R Gulline, Mayor, Cr D Bell, Cr D Bowe, Cr P Flynn, Cr C Haenel, Cr L Power, Cr I Ross (from 5.45pm); Graeme Harrison, Director Corporate Services; Kevin O'Brien, Director Communities and Place; John Martin, Director Infrastructure; Heather Proctor, Finance Manager (items 3, 4 and 5 only – until 8.45pm); Michelle Rethus, Community Wellbeing Strategic Projects Officer (item 3 only – until 7pm); Diana McDonald, Acting Manager Governance and Information (item 3 only – until 7pm); Jared Hammond, Co-ordinator Waste and Sustainability (item 6 only)

Apology: Sunil Bhalla, Chief Executive Officer

1. WELCOME AND INTRODUCTION

Cr Gulline welcomed everyone

2. DISCLOSURE OF CONFLICT OF INTEREST SEC 130 and 131, LOCAL GOVERNMENT ACT 2020 AND HORSHAM RURAL CITY COUNCIL GOVERNANCE RULES

Nil.

3. COUNCIL PLAN

- 3.1 Finalising the wording of the Strategic Direction
- 3.2 Finalising the wording of the Strategies
- 3.3 Finalising the wording for Initiatives and Priorities
- 3.4 Look at the Values – what do we include?
- 3.5 Approve – Councillor introduction wording

The above items were discussed in a workshop arrangement to finalise the development of the Council Plan.

4. LONG TERM FINANCIAL PLAN

- 4.1 Long-term Capex Priorities
- 4.2 Draft Asset Plan
- 4.3 Draft of revised Borrowings Policy
- 4.4 Locking in Long term Financial Plan assumptions/policies

The above items were discussed to assist in the completion of the long term financial plan, further draft documents will be distributed after the meeting for review before the next briefing on 9 August 2021.

5. NEXT STEPS

- 5.1 Council Briefing 9 August 2021 to look at first Draft of Documents
- 5.2 Council Briefing 16 August 2021 review of final Draft documents ready for Council meeting and presentation to community

5.3 Council Meeting 23 August 2021 – adopt Draft documents for community feedback

6. COUNCIL REPORT

6.1 Waste Plan

Jared Hammond provided a presentation on the proposed changes to the waste management services to line up with the State Government's change in policy which is mandatory for all councils to provide, general waste and organics, general recycling, and glass recycling.

6. MEETING CLOSE

Meeting closed at 9.30pm

INFORMAL MEETINGS OF COUNCILLORS**COUNCIL BRIEFING HELD BY ZOOM
ON MONDAY 9 AUGUST 2021 AT 5.05PM**

Present: Cr R Gulline, Mayor, Cr D Bell, Cr D Bowe, Cr P Flynn, Cr C Haenel, Cr L Power, Cr I Ross (from 6.45pm); Sunil Bhalla, Chief Executive Officer; Graeme Harrison, Director Corporate Services; Kevin O'Brien, Director Communities and Place; John Martin, Director Infrastructure; Fiona Gormann, Manager investment Attraction and Growth (item 3.1 and 3.2 only); Diana McDonald, Acting Manager Governance and Information (item 3.4 only); Michelle Rethus, Community Wellbeing Strategic Projects Officer (item 3.4 only); Heather Proctor, Finance Manager (item 3.5 only)

1. WELCOME AND INTRODUCTION

Cr Gulline welcomed everyone.

2. DISCLOSURE OF CONFLICT OF INTEREST SEC 130 and 131, LOCAL GOVERNMENT ACT 2020 AND HORSHAM RURAL CITY COUNCIL GOVERNANCE RULES

Nil.

3. COUNCIL REPORTS FOR DISCUSSION**3.1 Investment Attraction and Growth Report**

Discussed the detail contained in the report.

3.2 VCAT / Planning / Building Update

Discussed the information provided in the update document

3.3 Grampians Tourism Memorandum of Understanding (MOU)

Discussed the proposed new MOU agreement from Grampians Tourism.

3.4 Council Plan (including report back to Community Panel on their recommendations)

Attending: Todd Beavis, ie Community

Discussed the next draft of the Council Plan; and Todd Beavis attended to discuss the draft recommendations to respond back to the Community Panel's recommendations.

3.5 Long Term Financial Plan (LTFP)

Discussed the next draft of the LTFP.

3.6 Asset Plan

Discussed the next version of the Asset Plan.

4. GENERAL DISCUSSION**5. MEETING CLOSE**

Meeting closed at 10.10pm

INFORMAL MEETINGS OF COUNCILLORS**COUNCIL BRIEFING HELD BY ZOOM
ON MONDAY 16 AUGUST 2021 AT 5.00PM**

Present: Cr R Gulline, Mayor, Cr D Bell, Cr D Bowe, Cr P Flynn, Cr C Haenel, Cr L Power (until 9.00pm), Cr I Ross (from 6.55pm); Sunil Bhalla, Chief Executive Officer; Graeme Harrison, Director Corporate Services; Kevin O'Brien, Director Communities and Place; John Martin, Director Infrastructure; Heather Proctor, Finance Manager (item 3.3 only)

1. WELCOME AND INTRODUCTION

Cr Gulline welcomed everyone.

2. DISCLOSURE OF CONFLICT OF INTEREST SEC 130 and 131, LOCAL GOVERNMENT ACT 2020 AND HORSHAM RURAL CITY COUNCIL GOVERNANCE RULES

Nil.

3. COUNCIL REPORTS FOR DISCUSSION**3.1 Council Plan**

Discussed the final draft version of the Council Plan for presentation to the Council Meeting and the planned community engagement.

3.2 Report to Community Panel re Recommendations

Discussed and agreed to implement the response recommendations.

3.3 Long Term Financial Plan / Long Term Capital Plan

Discussed the final draft version and Key Performance Indicators.

3.4 Delegations Update

Discussed the draft proposed delegations.

3.5 Procurement Policy Update

Discussed the revised Procurement Policy.

3.6 Asset Plan

Discussed the draft Asset Plan.

3.7 Weed and Pest Contract

Discussed

3.8 State and Federal Election Policies

Discussed

3.9 Regional Infrastructure Fund Application

Discussed the report provided regarding grant application.

3.10 Horsham Town Hall Community Group Hire

Discussed the proposed revision to community hire fees.

3.11 Johnson Asahi Development

Discussed

4. GENERAL DISCUSSION

5. MEETING CLOSE

Meeting closed at 9.50pm