

AGENDA

ORDINARY MEETING OF THE
HORSHAM RURAL CITY COUNCIL

To be held on
26 August 2019
At 5.30pm

In the
Council Chambers, Civic Centre
18 Roberts Avenue, HORSHAM



Horsham Rural City
Council urban rural balance

**COUNCILLORS are respectfully requested to attend the Ordinary Meeting
of the Horsham Rural City Council to be held on 26 August 2019
in the Municipal Chambers, Civic Centre, Horsham at 5.30pm**

Order of Business

PRESENT

ALSO IN ATTENDANCE

1. PRAYER

Almighty God, we pledge ourselves to work in harmony for, the social, cultural and economic well-being of our Rural City. Help us to be wise in our deliberations and fair in our actions, so that prosperity and happiness shall be the lot of our people. AMEN

2. ACKNOWLEDGEMENT OF COUNTRY STATEMENT

The Horsham Rural City Council acknowledges the five Traditional Owner groups of this land; the Wotjobaluk, Wergaia, Jupagalk, 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, both past and present, and commit to working together in the spirit of mutual understanding and respect for the benefit of the broader community and future generations.

3. OPENING AND WELCOME

Welcome to distinguished guests or persons in the public gallery. The public are advised that the Council meeting will be recorded to maintain an audio archive.

4. APOLOGIES

Cr Pam Clarke, Cr Alethea Gulvin

5. LEAVE OF ABSENCE REQUESTS

6. CONFIRMATION OF MINUTES

Recommendation

That the minutes emanating from the Ordinary Meeting of the Horsham Rural City Council held in the Municipal Chambers, Civic Centre, Horsham at 5.30pm on 22 July 2019 be adopted.

7. CONFLICTS OF INTEREST

Disclosure of Interest and Declarations of Conflict of Interest.

A Councillor who has a conflict of interest and is attending the Council meeting must make a full disclosure of that interest.

(a) by either –

- (i) advising the Council at the meeting of the details required under paragraphs (b) and (c) immediately before the matter is considered at the meeting; or
- (ii) advising the Chief Executive Officer in writing of the details required under paragraphs (b) and (c) before the meeting; and

(b) classifying the type of interest that has given rise to the conflict as either –

- (i) a direct interest under 77B; or
- (ii) an indirect interest and specifying the particular kind of indirect interest under:
Section 78 – close association
Section 78A – financial interest
Section 78B – conflicting duties
Section 78C – receipt of an applicable gift
Section 78D – consequence of becoming an interested party
Section 78E – impact on residential amenity; and

(c) describing the nature of the interest; and

(d) if the Councillor advised the Chief Executive Officer of the details under paragraph (a)(ii), the Councillor must make a disclosure of the class of interest only to the meeting immediately before the matter is considered at the meeting.

Members of Staff

Under Section 80C of the *Local Government Act 1989*, officers or people engaged under contract to the Council providing a report or advice to Council must disclose any conflicts of interests in the matter, including the type of interest.

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CLOSE



SUNIL BHALLA
Chief Executive Officer

9. OFFICERS REPORTS

9.1 HORSHAM AQUATIC CENTRE - OUTDOOR POOL EXTENDED HOURS

Author's Name:	Stefanie Jones	Director:	Kevin O'Brien
Author's Title:	Co-ordinator Recreation & Open Space Planning	Directorate:	Community Wellbeing
Department:	Arts, Culture and Recreation	File Number:	F06/A12/000001

Officer Direct or indirect Conflict of Interest

In accordance with *Local Government Act 1989* – Section 80C:

Yes No

Reason: Nil

Status

Information classified confidential in accordance with *Local Government Act 1989* – Section 77(2)(c):

Yes No

Reason: Nil

Appendix

Nil

Purpose

To approve the continuation of the Horsham Aquatic Centre outdoor pool extended hours' trial of 2018/19.

Summary

- A petition to extend the hours of the Horsham Aquatic Centre outdoor pool was taken to Council on 5 March 2018. Operational hours were extended during the shoulder seasons from 6am to 8pm.
- A short survey was conducted from 4 to 24 June 2019 to assess the usage and success of the trial.
- Sport and Recreation Victoria funding agreement for the current upgrade of the outdoor pool to a wet deck, supports projects which increase programming and participation.
- Current works completion will impede on the contracted season opening dates.

Recommendation

That Council:

1. Implement the extended hours of the outdoor pool for the 2019/20 summer season based on the 2018/19 summer season opening times.
2. Revise the existing Cold Water Policy to only come into effect after 8am with the outdoor pool to remain open from 6am to 8am during the season irrespective of ambient temperature.
3. Note the Cold Water Policy does not apply in #1 shoulder season (November/December) due to delay in pool opening.
4. Note the Cold Water Policy does apply during #2 shoulder season (February/March).

REPORT

Background

A petition to extend the hours of the Horsham Aquatic Centre outdoor pool was taken to Council on 5 March 2018 and operational hours were extended during the shoulder seasons from 6am to 8pm.

The following resolution was passed at the Ordinary Meeting of Council held on 5 March 2019.

10.4.4 Petition Received Requesting the Horsham Aquatic Centre Outdoor Pool Open All Day During Summer

Moved Cr Grimble, Seconded Cr Radford that –

- 1. Council trial an extension of the Shoulder Season hours #1 (3rd week in November until the end of December and Shoulder Season #2 (February to end of March) for the 2018/19 Outdoor Pool Season to be the same hours as the current January outdoor pool hours.*
- 2. The outdoor pool is operational in the shoulder season when the forecast temperature for Horsham the day before (as per the Bureau of Meteorology website) is 24 degrees and above.*
- 3. Council refers an amount of \$8,609.84 to the 2018/19 Budget for this trial.*
- 4. A future report is provided to Council on the outcome of the trial.*
- 5. The action of Council be communicated to the community and the petitioners.*

The Outdoor Pool Wet Deck project, funded by Sport and Recreation Victoria (SRV), is currently in the construction phase. This project is due to be completed by 6 December 2019. These works will delay the normal summer season opening date as per the contract.

A short survey was conducted from 4 to 24 June 2019 to assess the usage and success of the trial. There were 140 responses. Key outcomes:

- 65.71% of respondents used the outdoor pool during the extended hours.
- 70.5% of respondents agree with the Cold Water Policy.
- 76.26% of respondents believe there is a benefit in having the outdoor pool opening hours extended permanently.
- Many respondents who swim during all-weather/temperature, voiced concerns regarding the last minute implementation of the Cold Weather Policy affecting regular morning swimming times.

The initial Cold Water Policy and temperature mark was developed by benchmarking against other aquatic centres/outdoor pool sites. The Cold Water Policy was effective during the entire 2018/19 summer season.

Discussion

Wet Deck Project: Guidelines of the SRV funding agreement for the upgrade of outdoor pool to a wet deck include increased programming and participation. Given the upgrade of the outdoor pool, we expect to see higher usage and should encourage greater programming and participation of the outdoor pool.

Cold Water Policy: There are many regular outdoor pool users who swim between 6am to 8am. Their main concerns were the closure of the pool due to the Cold Weather Policy coming into effect based on the ambient temperature and not the water temperature. As per the existing policy, the pool is closed at ambient temperatures below 24 degrees irrespective of the ambient temperature the day before, for example, the day before could have been 35 degrees and therefore the water temperature could still be warm the following morning.

Due to the wet deck project delaying the #1 shoulder-season opening by two weeks from 22 November 2019 to 6 December 2019, it is advised that the Cold Water Policy does not apply during the #1 shoulder season. This allows full access for public use after project completion.

Pool Usage 2018/19 Season – Totals:

Operating hours 18/19															
	6am	7am	8am	9am	10am	11am	12pm	1pm	2pm	3pm	4pm	5pm	6pm	7pm	8pm
November	2	1	6	2	6	28	25	26	11	1	27	27	25	3	0
December	48	29	42	56	58	83	146	160	213	158	188	193	96	80	0
January	52	46	70	92	171	199	132	182	296	216	256	205	131	88	10
February	21	29	19	35	562	85	53	43	86	62	178	150	99	190	2
March	15	20	31	38	43	54	31	44	91	117	161	134	120	102	5

The outdoor pool was closed for 14 days in total over the shoulder season.

Financial Implications

Council referred the amount of \$8,609.84 to the 2018/19 budget for this trial. There were 729 attendances during the extended hours. Operational staffing costs during extended hours for the 2018/19 season were calculated at \$11.81 per head.

YMCA have increased their wages by 3% for the 2019/20 financial year. The budget for the extended hours including a 3% increase for the 2019/20 summer season equates to \$8,868.14.

In addition to the YMCA contract for the 2019/20 financial year, \$5,000 has been set aside in the 2019/20 budget to accommodate for the outdoor pool extended hours. By supporting the trial extension as proposed, an additional \$3,668.14 needs to be allocated for total YMCA contract payments, noting the contract payment will be reduced if the outdoor pool is closed under the Cold Weather Policy.

Links to Council Plans, Strategies, Policies

2019 – 2023 Council Plan
Goal 1 – Community and Cultural Development

Consultation/Communication

A survey was conducted by Horsham Rural City Council and distributed to all existing Horsham Aquatic Centre members and advertised publicly.

Recommendations have been developed in conjunction with Sam Winter, YMCA Horsham Aquatic Centre, Centre Manager.

Risk Implications

Not applicable

Environmental Implications

Not applicable

Human Rights Implications

This report complies with the rights listed in the *Victorian Charter of Human Rights and Responsibilities Act 2006*.

Conclusion

Due to the upgrade wet deck project to the existing outdoor pool delaying the opening of the season and the recorded patron usage during the 2018/19 summer season within the extended hours, it is recommended that Council continue providing increased access through the extension of hours to the outdoor pool for the 2019/20 summer season in line with the recommendations outlined in this report. It is recommended that extended hours are re-evaluated at the end of the 2019/20 summer season.

9.2 DELEGATIONS UPDATE

Author's Name:	Diana McDonald	Director:	Graeme Harrison
Author's Title:	Co-ordinator Governance	Directorate:	Corporate Services
Department:	Governance and Information	File Number:	F19/A12/000001

Officer Direct or indirect Conflict of Interest

In accordance with *Local Government Act 1989* – Section 80C:

Yes No

Reason: Nil

Status

Information classified confidential in accordance with *Local Government Act 1989* – Section 77(2)(c):

Yes No

Reason: Nil

Appendix

Council to Staff Delegation (**Appendix “9.2A”**)

Council to Staff Delegation – changes only (**Appendix “9.2B”**)

Purpose

To approve updates to Council's delegations to staff with changes arising from the Maddocks Lawyers delegation service and for any new and changed position titles or responsibilities that have occurred.

Summary

- Background information with respect to delegations generally
- This update includes the Maddocks Lawyers update from June 2019
- Listing of the legislation that has had some change from the recent Maddocks Lawyers update.

Recommendation

That Council exercise of the powers conferred by section 98(1) of the *Local Government Act 1989* (the Act) and the other legislation referred to in the instrument of delegation (**Appendix “9.2A”**).

Horsham Rural City Council (Council) resolves that:

1. There be delegated to the members of Council staff holding, acting in or performing the duties of the offices or positions referred to in the Instrument of Delegation to members of Council staff, the powers, duties and functions set out in that instrument, subject to the conditions and limitations specified in that Instrument.
2. The instrument comes into force immediately the common seal of Council is affixed to the instrument.
3. On the coming into force of the instrument, all previous delegations to members of Council staff (other than the Chief Executive Officer) are revoked.
4. The duties and functions set out in the instrument must be performed, and the powers set out in the instruments must be executed, in accordance with any guidelines or policies of Council that it may from time to time adopt.

REPORT

Background

Powers to Council are granted through Part 1A of the Act which defines the Charter for Local Governments. This states the purpose of Local Government, its objectives, role, functions and powers. Under Section 3F, Council's powers are defined and are essentially very wide in nature. Section 3F (1) states *"Subject to any limitations or restrictions imposed by or under this Act, a Council has the power to do all things necessary or convenient to be done in connection with the achievement of its objectives and the performance of its functions"*.

Because these powers are very wide, Council cannot operate by means of passing a resolution every time that it wishes to act. So, for day-to-day operations, Council needs others to make decisions and act on its behalf.

Under Section 98 (1) of the Act, a Council may by instrument of delegation delegate to members of its staff any power, duty or function of a Council under the Act "or under any other Act". Other Acts, however, may have provisions relating to delegation also. If there is any conflict in delegation or authorisation between Acts, then those relevant to the more Specific Acts will prevail over the General Acts.

Council cannot, however, delegate:

- The power of delegation
- The power to declare a rate or charge
- The power to borrow money
- The power to approve expenditure not contained in a budget approved by Council
- The power, duty or function of the Council under Section 223 of the Act
- Any prescribed power.

Any delegation made under Section 98(1) of the Act, to a member of staff or to the Chief Executive Officer (CEO) must be made by a resolution of Council.

Under Section 98(2) and (3) of the Act, the Chief Executive Officer is specifically given the power to delegate to any member of the Council staff any power, duty or function of their office other than the power of delegation.

Delegations made by the Chief Executive Officer to members of staff do not need to be made via a resolution of Council. They do, however, need to be maintained in a register.

Under Section 98 (4) of the Act, Council must keep a register of delegations to members of Council staff. As new legislation is adopted or amendments made to existing legislation, delegations will change.

Under Section 98(5) of the Act, delegations may be made to individual persons, or to the holder of an office or position. Council has always taken the approach to delegate to the position wherever possible, rather than the individual staff member.

Section 98 (6) of the Act requires Council to review delegations within 12 months of a general election, however, regardless of this statutory requirement, delegations should be made carefully and reviewed regularly to ensure:

- Decision-makers are clearly identified
- Accountability and responsibility is clearly identified
- Conditions, limitations and guidelines are well documented
- Precision in the making of decisions that will be defensible under legal scrutiny.

Some Acts contain specific powers of delegation to persons other than the Chief Executive Officer. In these cases, there is a presumption that a power of delegation cannot be sub-delegated in the absence of express authority to do so, hence, Council must delegate these items direct to individual staff members.

Under the *Building Act 1993*, Municipal Building Surveyors (MBS) may also delegate their powers to other officers. This is therefore not a delegation by Council but by the MBS to staff and is signed-off by the MBS.

Council may also delegate powers to Special Committees established under Section 86 of the Act or Section 188 of the *Planning and Environment Act 1987*. Each committee must have an Instrument of Delegation that clearly articulates the nature of the delegation, and any conditions or limitations under which the delegation is to be exercised.

In summary, there are five delegation types:

A. Delegations of Council:

1. Council to Chief Executive Officer
2. Council to Staff
3. Council to Special Committees

B. Delegations by others:

4. Chief Executive Officer to Staff*
5. Municipal Building Surveyor to Staff

*The Chief Executive Officer to Staff delegation also includes a section on Miscellaneous and Administrative powers which are best described as operational in nature and do not arise out of specific legislation.

Council has put in place detailed guidelines that help staff understand their obligations and responsibilities when it comes to exercising a delegated power. Each staff member receives a copy of their individual delegations and they are reminded to read and understand the guidelines for the exercising these delegated powers.

Discussion

Council manages its delegations by subscribing to a service from Maddocks Lawyers which provides Council with amendments to existing legislation and updates on new legislation. These updates are usually received on a six monthly basis and as such, an update was received in June 2019, which takes account of legislative changes since November 2018.

A. DELEGATIONS OF COUNCIL

1. Delegation to the Chief Executive

The delegation to the Chief Executive Officer was updated in October 2017 and there were no further updates at this point in time.

2. Delegations from Council Direct to Staff

There is one amendment that impacts on delegations from Council to Staff:

- Section 185L has been added to the *Local Government Act 1989*, to clarify the ability of a Council's Chief Executive Officer to declare and levy a cladding rectification charge.

Details of all of the delegations from Council to Staff are shown in **Appendix "9.2A"**. A list of changes to responsibilities and any new delegations are provided in **Appendix "9.2B"**.

3. Delegation to Special Committees

There are no changes to the delegations to Special Committees.

B. DELEGATIONS BY OTHERS

1. Delegations from Chief Executive Officer to Staff

Under Section 98 (2) and (3) of the Act, the Chief Executive Officer is specifically given the power to delegate to any member of the Council staff any power, duty or function of their office other than the power of delegation. These delegations have also been updated but do not need to be made by resolution of Council, so have not been attached to this report.

The Acts/Regulations that have had some amendment are as follows:

- *Domestic Animals Act 1994* (Vic)
- *Puppy Farms and Pet Shops Act 2017* (Vic)
- *Metropolitan Fire Brigades Act 1958* (Vic)
- *Planning and Reporting Amendment Regulations 2019* (Vic)
- *Local Government Planning and Reporting Regulations 2014* (Vic)

2. Delegation Municipal Building Surveyor to Staff

Some minor changes have been made to the delegation by the MBS to staff under the *Building Act* and *Building Regulations 2018*.

Financial Implications

The financial impact of the review of delegations is limited to staff time and the cost of the Maddocks Lawyers delegation service which has been included in the 2019/20 budget.

Links To Council Plans, Strategies, Policies

2019-2023 Council Plan

Goal 4 – Governance and Business Excellence

Consultation/Communication

The attached delegations have been updated using the Maddocks Lawyers delegation service, with consultation with relevant Council Officers and from feedback from Councillors.

Risk Implications

The risk to Council of having inadequate instruments of delegation is that actions are carried out without appropriate authority and therefore are subject to be challenged in a court of law.

Also, the fact that a delegation has been made, does not affect the Council's powers in relation to the issue concerned. A delegate's decision (once made) is taken to be the decision of the Council itself. The Council can therefore find itself bound by a decision which it may not itself have made. This risk is mitigated by having in place appropriate policies and guidelines under which delegation should be exercised. Guideline G04/004 (Delegations and Authorisations to Members of Council Staff) has been put in place to address this issue and was reviewed in 2017 by the Executive Management Team.

Environmental Implications

Not applicable

Human Rights Implications

This report complies with the rights listed in the *Victorian Charter of Human Rights and Responsibilities Act 2006*.

Conclusion

This update takes into account legislative changes which were assented to, or made, after 15 November 2018, which affects Council's powers, duties and functions.

9.3 COMMUNITY SATISFACTION SURVEY 2019

Author's Name:	Susan SurrIDGE	Director:	Graeme Harrison
Author's Title:	Co-ordinator Community Relations and Engagement	Directorate:	Corporate Services
Department:	Governance and Information	File Number:	F14/A05/000001

Officer Direct or indirect Conflict of Interest

In accordance with *Local Government Act 1989* – Section 80C:

Yes No

Reason: Nil

Status

Information classified confidential in accordance with *Local Government Act 1989* – Section 77(2)(c):

Yes No

Reason: Nil

Appendix

Summary Report 2019 Community Satisfaction Survey (**Appendix “9.3A”**)

Purpose

To receive and note the results of the 2019 Local Government Community Satisfaction Survey and planned follow-up actions.

Summary

- Reporting of the summarised results from the 2019 Community Satisfaction Survey.
- Reporting of planned actions to address matters raised through the survey.

Recommendation

That Council receive and note the 2019 Horsham Rural City Council Community Satisfaction survey results and planned actions to improve the community's satisfaction.

REPORT

Background

Horsham Rural City Council has again participated in the Local Government Community Satisfaction survey. The survey is co-ordinated by Department of Environment, Land, Water and Planning (DELWP) on behalf of Victorian Councils and was undertaken by JWS Research. The survey provides Council with some of the key performance indicators required under the Planning and Reporting Regulations (2014). The survey included compulsory questions and Council selected two additional free text questions and one tailored question with regard to sealed local roads.

The survey is conducted by Computer Assisted Telephone Interviewing, which is a representative random probability survey of residents aged 18+ years, and seeks to target the surveys to the gender and age profile of the community. The survey is undertaken from publicly available phone records, including up to 40% mobile phone numbers, to cater to the diversity of residents in the Council, particularly young people. Sixty-three of the 79 Councils across the State participated in this 2019 survey, with the other 16 Councils choosing to conduct their own alternative surveys.

Four hundred completed interviews were achieved from 1 February to 30 March 2019. Horsham has been classified for the purposes of this year's survey as a Regional Centre which includes Bendigo, Geelong, Latrobe, Mildura, Wangaratta, Warrnambool and Wodonga.

The main objective of the survey is to assess the performance of Council across a range of measures, and to seek insight into ways to provide improved or more effective service delivery.

Discussion

Core Measures

Council's core measures compared to the previous year, Regional Centres and State-wide averages are shown in the following table.

J00758 Community Satisfaction Survey 2019 – Horsham Rural City Council



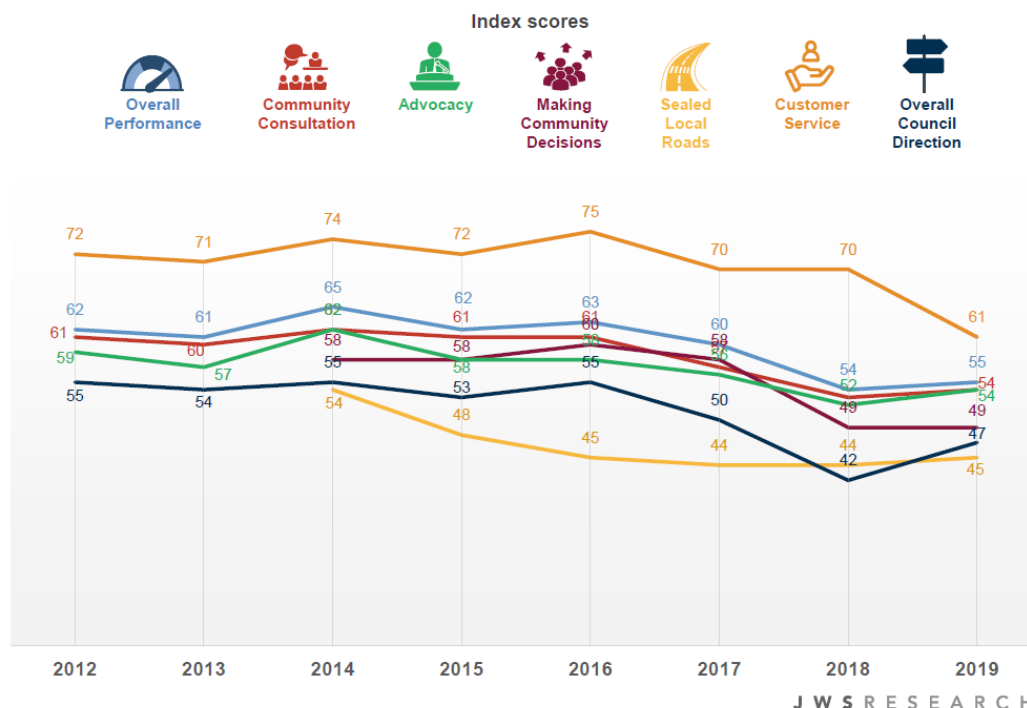
Summary of core measures

Performance Measures	Horsham 2019	Horsham 2018	Regional Centres 2019	State-wide 2019	Highest score	Lowest score
Overall Performance	55	54	58	60	Women	Rural Area
Community Consultation (Community consultation and engagement)	54	53	54	56	Aged 18-34 years	Rural Area, Aged 50-64 years
Advocacy (Lobbying on behalf of the community)	54	52	54	54	Women	Rural Area
Making Community Decisions (Decisions made in the interest of the community)	49	49	52	55	Women	Rural Area
Sealed Local Roads (Condition of sealed local roads)	45	44	57	56	Aged 65+ years	Rural Area
Customer Service	61	70	72	71	Women, Aged 50-64 years	Rural Area
Overall Council Direction	47	42	52	53	Aged 18-34 years	Rural Area

The graph below details trends over time for Horsham Rural City Council in each of the core performance areas.

J00758 Community Satisfaction Survey 2019 – Horsham Rural City Council

Summary of core measures



This graphically highlights the downward trend from 2016-2018, but also highlights that the downward trend has stopped in 2019 with increases in performance ratings for all areas except customer service.

The survey report (**Appendix “9.3A”**) provides detailed analysis for each of the Core Measures, with key points noted below.

1. Overall Performance

The overall performance index score of 55 for Horsham has increased one index point from 2018. Whilst not a significant improvement, the 2019 results at least halts declining satisfaction trends from 2016 to 2018.

Key overall performance matters to note:

- Horsham’s overall performance is rated significantly lower than the Regional Centre and State-wide averages and is 10 index points lower than the peak result of 65 achieved in 2014
- The lowest performance scores in all seven areas were received from the Rural Area and in terms of Community Consultation, rural residents in the age bracket 50-64 years
- The highest performance scores were received from women
- Residents in the ‘Rural Area’ rated overall performance much lower than the Council average and 12 index points lower than residents in the ‘Horsham area’
- Women have rated overall performance significantly higher than the Council average, whilst men have rated performance significantly lower; with a large 11 point gap between the two genders.

Overall Performance rating for 2019, ranks Horsham the same or better than the average for Regional Centres and State-wide in the following demographics: women, residents of Horsham and residents aged 65+. Of particular note is the increase in approval by women with a 3 index point increase from 2018 to 2019. This could be related to the fact that women's issues have been in the spotlight over the past 12 months, ie, Kalkee Road Children's and Community Hub, immunisations, violence against women. Council has been proactive in this space which may be reflected in the good result from women.

Conversely, there has been a 2 point decrease in satisfaction from male respondents and a 6 point decrease from resident's living in rural areas.

2. Community Consultation

Horsham scored 54 index points for community consultation and engagement in the 2019 Survey. This is the same as other Regional Centres and two below the State-wide average of 56. Council rated highest in this core area in the 18-34 age bracket (59 index points). The areas of concern were from older people (aged 50-64) with an index rating of 47 and rural residents with the performance rating dropping from 51 in 2018 to 47 in 2019.

3. Advocacy

Survey results show a performance rating for advocacy and lobbying that is consistent with other Regional Centres and State-wide averages and the index point ranking is up two from 2019. Performance was rated significantly higher by women than rural residents and males.

4. Making Community Decisions

The survey indicates that, whilst Horsham's rating for this measure has remained the same as last year, with no further decline, Horsham still sits well below the State-wide and Regional Centres performance ranking in this area.

It is of concern that rural respondents rate Council's community decision making 15 index points below the State-wide average. It is important to note that the rural performance rating was historically around 55, then dropped to 44 in 2018 and 40 in 2019. Both years impacted by the rural rates issue.

5. Sealed Local Roads

Survey data once again shows that local roads are the area that our resident's feel Council perform most poorly. This has been a consistent trend with the overall point score for Horsham Rural City Council sitting at around 45 since 2016. The condition of rural roads is a significant problem that Council needs to continue to address.

An additional question in the 2019 Survey asked participants to nominate which roads were of particular concern to them. The following table summarises the responses which shows 105 of the overall 227 roads mentioned were in fact VicRoads roads which is 46% of the total.

Sum of Instances	
Council	95
Unsure	27
Vicroads	105
Grand Total	227

VicRoads roads mentioned as specific problems were Blue Ribbon/Kalkee Road, Dimboola Road/Baillie Street (Western Highway) and Dooen Road (Henty Highway).

Council roads that were mentioned more than once are listed in the following table:

	Sum of Instances
Brimpaen Laharum Rd	5
River Rd	2
Bennett Rd	2
Geodetic Rd	2
Horsham Wal Wal Rd	2
Lower Norton Nurrabiel Rd	2
Mount Talbot Rd	2
Churchill Rd	2
Wavell St	2
Edward st	2
Jenkinson St	2

6. Customer Service

Customer Service, despite having a significant decrease in satisfaction levels, is by far Council’s best performing category, with 53% of respondents rating customer service as good or very good.

J00758 Community Satisfaction Survey 2019 – Horsham Rural City Council

Customer service rating



2019 customer service rating (index scores)

	2018	2017	2016	2015	2014	2013	2012
Regional Centres	72▲	72	n/a	n/a	n/a	n/a	n/a
State-wide	71▲	70	69	70	72	71	71
Women	65	72	76	78	74	76	72
50-64	65	66	67	73	67	69	67
65+	64	67	73	76	80	85	68
Horsham Area	64	70	71	78	74	77	n/a
Other	63*	73	81	73	59	88	n/a
Horsham	61	70	70	75	72	74	71
35-49	60	67	67	75	71	80	73
Men	57	67	64	72	71	72	66
18-34	57	78	76	75	69	66	74
Rural Area	52	67	66	67	72	65	n/a

Q5c. Thinking of the most recent contact, how would you rate Horsham Rural City Council for customer service? Please keep in mind we do not mean the actual outcome but rather the actual service that was received.
 Base: All respondents who have had contact with Council in the last 12 months.
 Councils asked state-wide: 63 Councils asked group: 8
 Note: Please see Appendix A for explanation of significant differences.
 *Caution: small sample size < n=30

The table above provides insight into the trends in performance rating for customer service over time together with an analysis of the demographic cohorts. Council has performed well in this area of the survey, at or around the Regional Centre and State-wide averages from 2012 to 2018. Results for 2019 show a significant decrease in index points from 70 to 61. Whilst all demographics have noted a decrease in rating for customer service, the most significant dips are from rural respondents (-15 points), residents aged 18-34 (-21 points), men (-10 points).

Analysis provided by JWR Research consultant Mark Zuker indicated that a drop of this size is unlikely to be related to service provision unless there are elements of customer service that have changed significantly since 2018. Mark suggested that the problem could be an ‘outcome issue’ rather than a ‘direct customer service issue’, ie, certain groups of residents are not happy with outcomes or council decisions.

Possible issues impacting this result are, the changes to the after-hours phone service provision with all calls after hours being answered and triaged by a private provider, also the community debate around farm rates over an extended 6 month period, which was at the forefront of community discussions during February 2019 when this survey was undertaken.

7. Overall Council Direction

Council’s performance on this measure increased significantly from 42 in 2018 to 47 in 2019. Overall 56% of respondents stayed about the same, 15% said that Council had improved in this area and 22% said that Council had deteriorated. Rural residents were least satisfied with Council’s direction.

Other Survey Findings

A. Council Contact and Communication Methods

Contact with Council has seen an overall positive increase over the past seven years. The 2019 score of 58 is the same as other regional Councils and just below the State-wide average of 61. Contact noted by rural areas was high, which once again could be related to the rates engagement.

The survey asked questions specifically relating to preferred forms of communication – how people like Council to communicate information to them.

J00738 Community Satisfaction Survey 2019 – Horsham Rural City Council

Communication summary



Overall preferred forms of communication	<ul style="list-style-type: none"> • Newsletter sent via mail (23%)
Preferred forms of communication among over 50s	<ul style="list-style-type: none"> • Advertising in local newspapers (24%)
Preferred forms of communication among under 50s	<ul style="list-style-type: none"> • Social media (26%)
Greatest change since 2018	<ul style="list-style-type: none"> • NEW ADDITION IN 2019: Social Media (15%)

These results indicate that newsletters via email is the preferred form of communication overall, with people under 50 preferring social media and those over 50 preferring advertising in the local media. These survey results support Council's new E-newsletter.

B. Best Things About Council

The survey asked a free text response question – what is the one best thing about Council? The two highest ranking responses were Parks and Gardens (11%) and Customer Service (10%)

C. Areas That Council Should Improve

The survey asked a free text response question – what does Council most need to do to improve its performance? The highest response areas were Community Consultation (16%), Sealed Road Maintenance (15%) and Rates – too expensive (10%).

Summary Analysis

JWS Research consultant Mark Zuker provided a briefing on the 2019 survey results to the Executive Management Team, Department Managers and Councillors.

Key positives

- Overall positive trends – Following a steady decline between 2016-2018, the 2019 survey indicates that this declining trend has been arrested.
- Trends and results are similar to our Regional Centres group – except for roads and customer service.
- Customer service, despite negative downturn, is our highest scoring measure and the area that Council has performed most strongly overall (index score of 61), followed by lobbying, consultation and engagement (index scores of 54 each). It was also identified as the second best thing about Council.

Key issues to be addressed

- There are two areas of performance that are significantly below the State average: sealed local roads and making community decisions.
- There is an obvious Rural *versus* Urban Horsham distinction in responses with the Rural area clearly unsatisfied with Council's performance.
- Significant decline in satisfaction with Customer Service.
- Rural area results have scored Council down in all areas across the board, thus impacting overall results.
- Communications with men in rural areas in particular is a key theme.
- Mark's Zuker's comment - "Results suggest a protest about something".
- Mark Zuker's comment - "The 11-point difference in performance scores between women and men is quite a big gap and one we don't usually see".

The community debate around farm rates – over a six-month period prior to and during the February 2019 satisfaction survey appears to have impacted significantly on the 2019 Community Satisfaction Survey results. The adoption of the new rates strategy for 2019/20 onwards should alleviate this area of concern.

Future Actions

Rural Roads

Key message – we have heard your feedback and are acting and advocating on your behalf.

1. Council will use the survey data on two fronts:
 - Inform VicRoads of the survey results and key problem roads
 - Inform the community that Council is advocating on these roads to VicRoads.
2. Engage with the community on the Rural Roads Network Plan. This plan will be developed in 2019 and requires intensive engagement with rural communities as part of the process. This plan will form the basis of rural road maintenance in the future.

Community satisfaction in rural areas

3. Continue to roll-out the new format for Community Conversations. The recent community meetings at Toolondo and Wartook received good feedback from participants.
4. Continue to keep the community informed of the new Rates Strategy.

Customer Service

Key message – we strive for excellent customer service at all times and customer service is the responsibility of all staff.

5. Roll-out the revised Customer Services Charter and Customer Service Standards. Ensure all staff are familiar with the charter and understand their responsibilities.
6. Ensure staff are appropriately using their calendars, phone messaging and the customer request system.
7. Educate all staff on the importance of relaying all information that impacts the public to customer service staff.
8. Planning/Building Departments to investigate the implementation of an on-line booking service for individual consultations, which will assist with efficient use of resources and provide a more comprehensive response to customer enquiries.
9. Implement a rotation system through the customer service area for all staff as an opportunity to learn more about the scope and function of the customer service team.
10. Ensure that staff also receive the Council E-Newsletter.
11. Implement plans for improved facilities in the Customer Service area that will provide an enhanced physical environment and more privacy for customers.
12. Investigate the use of the Staff Directory to include a brief description of “what we do” to assist with customer service enquiries.
13. Ensure that all staff are aware of Council’s Complaint Management Policy and their obligations for managing complaints.
14. Undertake a review of the after-hours phone service.

Further considerations

15. Investigate the development and use of a representative household panel – to be available as a community based sounding board for key strategic issues.
16. Investigate ways to improve public relations and positive marketing of council plans, strategies, projects and services.

Financial Implications

The survey participation costs of \$12,140 (inc GST) were included as part of the 2018/19 Council Budget.

Links to Council Plans, Strategies, Policies

2019-2023 Council Plan

Goal 4 – Governance and Business Excellence

Four-year Outcomes:

- 4.1 Continuously improve communication and engagement with the community through effective consultation
- 4.4 Achieve high standards of organisational performance

Consultation/Communication

The full survey results are quite detailed in terms of demographic breakdown and content and are available to Council through a portal. The summary report has been attached (**Appendix “9.3A”**) for public information. The Councillors, Executive Management Team and Departmental Managers have had an individual briefing with the survey provider JWS Research and discussed the results.

Risk Implications

The measures of Community Engagement and Overall Council Performance are included on the Know Your Council website for comparison with all other Councils across the State. The inclusion here presents a reputational risk to Council if the poor performance is not addressed.

Environmental Implications

Not applicable

Human Rights Implications

This report complies with the rights listed in the *Victorian Charter of Human Rights and Responsibilities Act 2006*.

Conclusion

Dealing with these high level issues of community perceptions of Council are challenging. The survey results appear to have been impacted by the debate around Council’s Rating Strategy. The finalisation and rollout of the new Rating Strategy for 2019/20 should support an improvement in this area. Whilst the negative trend in overall performance experienced from 2016-2018 has levelled off, continued poor satisfaction levels from rural residents particularly around local sealed roads and making community decisions is cause for reflection. Council and Officers will continue to address these issues through implementing the proposed actions.

9.4 POLICY REVIEW – RATES AND CHARGES FINANCIAL HARDSHIP POLICY

Author's Name:	Teagan Harvey	Director:	Graeme Harrison
Author's Title:	Co-ordinator Revenue	Directorate:	Corporate Services
Department:	Finance	File Number:	F27/A08/000001

Officer Direct or indirect Conflict of Interest

In accordance with *Local Government Act 1989* –
Section 80C:

Yes No

Reason: Nil

Status

Information classified confidential in accordance
with *Local Government Act 1989* – Section 77(2)(c):

Yes No

Reason: Nil

Appendix

Rates and Charges Financial Hardship Policy (**Appendix “9.4A”**)

Purpose

To adopt the revised Rates and Charges Financial Hardship Policy (**Appendix “9.4A”**).

Summary

Minor changes have been made to the Rates and Charges Financial Hardship Policy, including:

- Changes to the Policy Owner from Manager Finance to Co-ordinator Revenue
- The addition of clearer review dates stating that ratepayers will not be required to reapply each quarter.

Recommendation

That Council adopt the revised Rates and Charges Financial Hardship Policy.

REPORT

Background

The current Rates and Charges Financial Hardship policy was adopted by Council on 25 March 2019. At that meeting, Council resolved that the policy undergo further review in relation to the timelines and the process by which we handle hardship applications.

Discussion

A review of the Rates and Charges Financial Hardship policy has now been undertaken and section 4.2 of the policy has been revised to clarify that applicants do not need to reapply each quarter, however, the applications will be reviewed by rating staff each quarter to check if their circumstances have changed and to provide the ratepayers with an updated balance if necessary. This clarifies the actual practice that takes place and does not place undue burden on the applicant.

Financial Implications

There are no direct costs associated with the review of this policy, only the indirect costs of staff time in undertaking this review.

Links To Council Plans, Strategies, Policies

2019-2023 Council Plan

Goal 4 – Governance and Business Excellence

HRCC Rating Strategy 2019-2023

Consultation/Communication

The draft revised policy has been discussed at a Council Briefing.

Risk Implications

Not applicable

Environmental Implications

Not applicable

Human Rights Implications

This report complies with the rights listed in the *Victorian Charter of Human Rights and Responsibilities Act 2006*.

Conclusion

Minor changes have been made to the Rates and Charges Financial Hardship policy to provide further clarity and to reflect actual practices.

9.5 MUNICIPAL ASSOCIATION OF VICTORIA (MAV) STATE COUNCIL SUBMISSION – CEMETERIES

Author's Name:	Diana McDonald	Director:	Graeme Harrison
Author's Title:	Co-ordinator Governance	Directorate:	Corporate Services
Department:	Governance and Information	File Number:	F19/A15/000001

Officer Direct or indirect Conflict of Interest

In accordance with *Local Government Act 1989* –
Section 80C:

Yes No

Reason: Nil

Status

Information classified confidential in accordance
with *Local Government Act 1989* – Section 77(2)(c):

Yes No

Reason: Nil

Appendix

MAV State Council Submission – Legislative Compliance Burden on Rural Cemeteries (**Appendix “9.5A”**)

Purpose

To endorse a Notice of Motion to be considered on the agenda of the MAV State Council Meeting to be held on 18 October 2019.

Summary

- The MAV is calling for Notices of Motions for the MAV State Council Meeting on 18 October 2019.
- Motions are due to be submitted by 20 September 2019.
- A proposed motion is being put to advocate for a review of the ongoing management and operations of small rural cemeteries.
- This matter has State-wide significance for many rural Councils.

Recommendation

That Council:

1. Endorse the MAV State Council Meeting Motion attached as **Appendix “9.5A”** to advocate for the State government to reduce the administrative and legislative compliance burden on small rural cemeteries.
2. Submit the motion to the MAV by 9 September 2019.

REPORT

Background

The MAV is calling for Notices of Motions for the MAV State Council Meeting on 18 October 2019. Motions are due to be submitted by 20 September 2019, however if submissions are received by 9 September 2019, they will be distributed broadly across all Councils, so they may be given due consideration prior to the State Council meeting.

MAV is committed to ensuring it is able to implement actions that support the key priorities of the sector that are of State-wide significance. Decisions of State Council constitute policy directions of the MAV and remain active until the issue is resolved.

Motions must be submitted by one Council but may be supported by other Councils.

Discussion

Council is proposing a motion around seeking advocacy support for dealing with the management of rural cemeteries. Horsham Rural City Council has 12 cemeteries across the municipality and is directly responsible for administering only one of these, with the other 11 being administered through individual cemetery trusts.

Council has become aware that the ability to attract and retain community members to administer and maintain small rural cemeteries is becoming challenging due to the increasing administrative burden placed on cemetery trusts, combined with decreasing population and the ageing demographic in small rural communities.

Horsham Rural City Council's submitted motion would sit under the MAV Strategic Plan Priority "Societal and Social Policy Changes".

Financial Implications

There are no financial implications in the making of this submission other than staff time in preparing the draft motion.

Links To Council Plans, Strategies, Policies

2019-2023 Council Plan

Four-Year Outcomes:

3.3 Maintain asset management systems that will assist planning asset maintenance and capital renewal

3.4 Deliver works to develop and maintain Council's physical assets for long term sustainability, amenity and safety

Consultation/Communication

The Council Plan includes advocacy on behalf of our community.

Risk Implications

The ongoing maintenance and management of small local cemeteries is vitally important, however, should Council be called upon to provide direct administrative support, then it could lead to some significant additional costs to Council.

Environmental Implications

Not applicable

Human Rights Implications

This report complies with the rights listed in the *Victorian Charter of Human Rights and Responsibilities Act 2006*.

Conclusion

The MAV State Council meeting offers the opportunity for Council to escalate this matter to the State level and seek a commitment for changes in the current circumstances across the State.

9.6 COUNCIL PLAN HALF YEARLY REPORT – 1 JANUARY 2019 TO 30 JUNE 2019

Author's Name:	Sue Frankham	Director:	Graeme Harrison
Author's Title:	Governance Officer	Directorate:	Corporate Services
Department:	Governance and Information	File Number:	F19/A11/000001

Officer Direct or indirect Conflict of Interest

In accordance with *Local Government Act 1989* – Section 80C:

Yes No

Reason: Nil

Status

Information classified confidential in accordance with *Local Government Act 1989* – Section 77(2)(c):

Yes No

Reason: Nil

Appendix

2019 – 2023 Council Plan Half Yearly Report – 1 January 2019 to 30 June 2019 (**Appendix “9.6A”**)

Purpose

To receive and note the report on progress against the four-year priorities and strategic indicators in the Council Plan for the period 1 January 2019 to 30 June 2019.

Summary

- The 2019 – 2023 Council Plan contains 19 Strategic Indicators and 129 Four-Year Priorities.
- Since the last report, a further nine Four-Year Priorities have been completed.
- Of the 129 Four year Priorities, 31 have been completed, 89 are in progress and 9 have not commenced.
- Of the 19 Strategic Indicators, seven have now been achieved.

Recommendation

That Council note the 2019 – 2023 Council Plan half yearly report for the period 1 January 2019 to 30 June 2019.

REPORT

Background

The *Local Government Act 1989* requires all Victorian Councils to produce a four-year Council Plan which must be reviewed annually. Horsham Rural City Council has taken the approach to have a four-year rolling Council Plan that is reviewed and revised on an annual basis for the following four years. The 2019 – 2023 Council Plan was formally adopted on 24 June 2019.

The Council Plan sets the strategic direction of Council over the next four years, linking the community's vision to long-term community goals, four-year outcomes and four-year priorities for Horsham Rural City Council. It provides direction to management and includes the indicators that Council uses to deliver key outcomes.

The Council Plan contains five long-term goals:

Goal 1 Community and Cultural Development

Develop Horsham and the municipality as a diverse inclusive and vibrant community

Goal 2 – Sustaining the Economy

Lead in sustainable growth and economic development

Goal 3 – Asset Management

Meet community and service needs through provision and maintenance of infrastructure

Goal 4 – Governance and Business Excellence

Excel in communication, consultation, governance, leadership and responsible use of resources

Goal 5 – Natural and Built Environments

Lead in environmental best practice, create a municipality for the future and plan for the impacts of climate change

Discussion

The 2019 – 2023 Council Plan lists 129 Four-Year priorities. During the reporting period, the following nine Four-Year Priorities have been completed:

- Goal 1, 1.2.07 – Development of positive ageing initiatives
- Goal 1, 1.2.11 – Improve presentation, lighting and walking track condition around the racecourse
- Goal 1, 1.3.02 Work with the Wesley Committee of Management to review arrangements associated with the Wesley PAC
- Goal 3, 3.4.07 – Investigate other options for the Wimmera Sports Stadium
- Goal 4, 4.2.03 – Respond to emerging risks through the strategic risk register and internal audit
- Goal 4, 4.4.06 – Review the Name and Address (NAR) database to create single name and address database
- Goal 4, 4.4.11 – Supporting training and programs relating to family violence and gender equity
- Goal 4, 4.4.12 – Support cultural awareness training and programs
- Goal 5, 5.2.04 – Complete the Wimmera River Corridor Strategy

Of the 129 Four-Year priorities, 31 have been completed, 89 are in progress and nine have not commenced (**Appendix “9.1A”**).

Financial Implications

Not applicable

Links To Council Plans, Strategies, Policies

2019 – 2023 Council Plan

Consultation/Communication

The Council Plan was developed following an extensive consultative process.

Risk Implications

The likelihood of Council achieving success in fulfilling its mission and vision is greatly enhanced by the utilisation of effective planning. Ineffective planning is a significant risk to Council in terms of providing successful outcomes for the community.

Environmental Implications

Not applicable

Human Rights Implications

This report complies with the rights listed in the *Victorian Charter of Human Rights and Responsibilities Act 2006*.

Conclusion

This six-monthly report provides an update on the strategic indicators and Four-Year Priorities listed in the 2019 – 2023 Council Plan.

9.7 QUARTERLY FINANCIAL REPORT – 30 JUNE 2019

Author's Name:	Zac Gorman	Director:	Graeme Harrison
Author's Title:	Management Accountant	Directorate:	Corporate Services
Department:	Corporate Services	File Number:	F18/A10/000001

Officer Direct or indirect Conflict of Interest

In accordance with *Local Government Act 1989* –
Section 80C:

Yes No

Reason: Nil

Status

Information classified confidential in accordance
with *Local Government Act 1989* – Section 77(2)(c):

Yes No

Reason: Nil

Appendix

Quarterly Financial Report – 30 June 2019 (**Appendix “9.7A”**)

Purpose

To receive and note the quarterly financial report for the quarter ended 30 June 2019.

Summary

The quarterly financial report is provided in accordance with statutory requirements.

Recommendation

That Council receive and note the Quarterly Financial Report for the period ending 30 June 2019.

REPORT

Background

Under Section 138 (1) of the *Local Government Act 1989*, a financial statement is to be provided to Open Council comparing actual to budget for revenue and expenditure at least once every three months.

Discussion

The attached report (**Appendix “9.7A”**) has been prepared to provide Council with an overview of finances year-to-date and comparisons to budget in a simple, easy to read format, with commentary as required.

Financial Implications

Staff time to compile and prepare this report is included in the 2018/19 budget.

Links To Council Plans, Strategies, Policies

2019 – 2023 Council Plan

Goal 4 – Governance and Business Excellence

Four Year Priority 4.4.5 – Improve performance reporting and regular management reporting across all areas of Council

Consultation/Communication

This report, together with more extensive analysis and detail, is provided to Council each month as part of the Finance and Performance Committee agenda and to the Audit and Risk Committee on a quarterly basis.

Risk Implications

The provision of relevant information on a regular basis is an important part of Council’s internal controls and is necessary for Council to meet its obligations under Section 3 of the *Local Government Act 1989*, which ultimately makes Council accountable for the good financial management of the municipality. There is a risk that either too much or too little information is provided to Council for it to carry out this responsibility. Council must therefore ensure that it has sufficient information to be satisfied that finances are in order and that budgetary and financial planning goals are being met.

Environmental Implications

Not applicable

Human Rights Implications

This report complies with the rights listed in the Victorian Charter of Human Rights and Responsibilities Act 2006.

Conclusion

The financial report provides a summary of Council’s performance against budget for the half year ended 30 June 2019.

9.8 COMMUNITY ENGAGEMENT REVIEW

Author's Name:	Martin Bride	Director:	Graeme Harrison
Author's Title:	Community Facilitator	Directorate:	Corporate Services
Department:	Governance and Information	File Number:	F06/A23/000001

Officer Direct or indirect Conflict of Interest

In accordance with *Local Government Act 1989* – Section 80C:

Yes No

Reason: Nil

Status

Information classified confidential in accordance with *Local Government Act 1989* – Section 77(2)(c):

Yes No

Reason: Nil

Appendix

Community Engagement Review Implementation Plan (**Appendix “9.8A”**)

Arnetech ‘Engagement Health Check’ Improvement Action List (**Appendix “9.8B”**)

HRCC Community Engagement Health Check Report (Arnetech) (**Appendix “9.8C”**)

Purpose

To receive and note the report on the review of Council’s community engagement processes, actions taken to date and further actions identified to improve community engagement.

Summary

- Council, at its meeting on 27 August 2018, resolved to review its community engagement processes in response to the declining result around community satisfaction in the 2018 Community Satisfaction Survey.
- A review of community engagement policy and practice has been undertaken.
- An external review of Council’s policy and practice has also been conducted by Arnetech.
- A detailed action list has been developed and the Community Relations and Advocacy Team are working through this list.
- Some action items have been completed whilst others are underway or yet to commence.

Recommendation

That Council:

1. Note the report from Arnetech into Council’s Community Engagement Processes
2. Note the status of the improvement actions from both the internal review and Arnetech review.

REPORT

Background

In May 2017, the Victorian Auditor-General's Office (VAGO) released an audit report that "... examined the effectiveness of community engagement and participation at the local government level ...".

The audit report overview outlined VAGO's expectations of Councils' approach to public participation that engagement "... should reflect the scale, purpose and level of public interest in the Council decision or project. Regardless of the size of the project, VAGO would expect to see documented evidence that Councils have understood and appropriately taken into account better practice principles when designing and implementing their public participation activities".

Following the Community Satisfaction Survey results from 2018, where the rating for 'Community Consultation' fell from a high of 62 in 2014 to 53 in 2018, Council conducted an internal review of its engagement policy and practices with reference to the VAGO audit undertaken in 2017. The results from this review were presented to the Executive Management Team on 20 August 2018.

Later that month, at the 27 August Council Meeting, Council resolved that a review be undertaken of Council's community engagement processes.

Independent consultants Arnetech undertook an external review of Council's community engagement policy and practices. The report from that review is attached as **Appendix "9.8B"**.

Community engagement is a challenging space with differing opinions as to what is an acceptable level of engagement for a range of varied circumstances. Council's Community Engagement Policy sets down principles to be followed (based on International Association for Public Participation IAP2 principles) and the procedure provides a range of templates for officers to utilise when establishing a community engagement plan. Like many practices, community engagement is one of continual improvement as new methods of engagement become available through new technologies and resources.

Discussion

The internal review identified the following areas for improvement:

- Cross organisational communication and planning – Council doesn't have a central registry of engagement that is consistently used, as a result co-ordinated planning of engagement is not occurring, to enable us to avoid engagement fatigue and take advantage of projects with similar stakeholders and timelines.
- Consistency across the organisation – there are varying practices, for example, record keeping, that are not always compliant with the procedure.
- Evaluation of engagement – the procedure includes evaluation (this needs to be revised to include qualitative measures) but if evaluation is routinely taking place this is not centrally recorded and therefore isn't helping the whole organisation improve our engagement practice.
- Communicating outcomes of engagement effectively to the community – outcomes are not always explained well. What we heard, how we acted on it or if we didn't act, why not.
- Contractor compliance with our policy – all of the above points need to be considered when we have consultants conducting engagement especially evaluation and record keeping.
- Resourcing – current spend on engagement is minimal other than staff time. This means we do not use some tools that would improve our engagement. Some of the tools we do not typically have access to include high quality info graphics, animations, interactive online tools (for example, Social Pinpoint) and independent facilitators for workshops/meetings. All of these in certain circumstances would increase the quality of our community engagement.

The Arnetech review identified a number of areas for action and improvement, but the key issues can be summarised as follows:

- That regular training be provided to Elected Members about engagement.
- Ensure that the need for engagement drives the budget and time allowed for engagement and not the other way around.
- Review the Engagement Policy and Procedure: review and develop components of the Engagement Kit to build a standalone Engagement Framework and link this, and any future strategies, to the Organisational Values; Improve definitions of community and engagement.
- Council investigate digital engagement tools that would support engagement activities and provide comprehensive training to all staff who will use the digital engagement tools, to ensure consistent approach.
- Clarify the language and meanings within documents, removing the confusion between engagement and communications (this was in reference to the Council Plan but applies more broadly as well).

All of these items are included in the detailed action lists and show the status of each of item (**Appendix “9.8A”**).

Some of the key action items that are still to be completed include:

- Undertake detailed planning for all engagement during 2019/20
- Offer engagement training to Councillors
- Complete the review of the Community Engagement Policy and Procedure including engagement with the community on proposed changes.

Some positive outcomes from the community engagement review include, the use of digital tool Pozi for the engagement on the Open Space Strategy and improved compliance from contractors with the Engagement Policy. There were a number of other positive comments in relation to our policy and practices that were noted in the Arnetech report.

Financial Implications

\$20,000 has been allocated in the 2019/20 budget to improve our digital engagement through the acquisition of a range of tools. Individual project budgets will need to include allocations for specific community engagement activities.

Links to Council Plans, Strategies, Policies

2019 – 2023 Council Plan

Guiding Principles:

- Consult, engage and work transparently with the community
- Provide information to the community in a variety of formats using plain language where possible

The organisational values of Accountability and Integrity are directly linked to the reasons we engage and should guide our practice when engaging.

Council’s Community Engagement Policy sets out the principles that we should follow when engaging with the community and the Community Engagement Procedure describes the steps that should be taken when planning, delivering and evaluating engagement.

Consultation/Communication

Community engagement needs to occur on any revised Community Engagement Policy or Procedure. The community needs to be asked as to how they want to be engaged. This was done when the current policy and procedure was developed, but community interest was low.

Given the current level of interest in this topic, it is an ideal time to seek community feedback on this important policy. A revised Draft Community Engagement Policy will be the subject of a future Council report where it will then be provided to the community for comment and feedback.

Risk Implications

Though not the primary purpose of the Engagement Review an effective Engagement Policy properly implemented should reduce the risk of poorly designed projects and lessen reputational risk.

Environmental Implications

Not applicable

Human Rights Implications

This report complies with the rights listed in the *Victorian Charter of Human Rights and Responsibilities Act 2006*.

Conclusion

Progress has been made in improving our delivery of engagement but continuous improvement in policy, procedure and practice are required to ensure our engagement continues to meet the community's expectations and that appropriate planning and record keeping become a consistent practice across the organisation.

9.9 CHIEF EXECUTIVE OFFICER'S OPERATIONAL REPORT

Author's Name:	Sunil Bhalla	Director:	Not applicable
Author's Title:	Chief Executive Officer	Directorate:	Not applicable
Department:	Chief Executive Office	File Number:	F06/A01/000001

Officer Direct or indirect Conflict of Interest

In accordance with *Local Government Act 1989* –
Section 80C:

Yes No

Reason: Nil

Status

Information classified confidential in accordance
with *Local Government Act 1989* – Section 77(2)(c):

Yes No

Reason: Nil

Appendix

Letter from the Hon Michael McCormack MP, Deputy Prime Minister – **Appendix "9.9A"**

Purpose

To receive and note the Chief Executive Officer's Operational Report for August 2019.

Summary

The Chief Executive Officer's Operational Report highlights issues and outcomes affecting the organisation's performance and matters which may not be subject of Council reports or briefings.

Recommendation

That Council receive and note the Chief Executive Officer's Operational Report for August 2019.

REPORT

Background

At the 24 June 2019 Ordinary Meeting of Council, it was resolved that the Chief Executive Officer provide an operational report to Council.

Discussion

Key items of interest for the report period are summarised below.

Advocacy/Funding Announcements

Tim Smith, MP: The Mayor and Chief Executive Officer had a meeting with Tim Smith MP Shadow Minister for Planning and Heritage, Shadow Minister for Local Government, Shadow Minister for Housing, Shadow Minister for Population on Thursday 1 August 2019. The discussion focused mainly on Council priorities. Mr Smith also provided an insight into his agenda over this parliamentary term.

Rotary Club of Horsham East: The Chief Executive Officer attended the Rotary Club of Horsham East dinner on Thursday 22 August at the Glen Logan Restaurant and gave a presentation on the past twelve months as Chief Executive Officer for Horsham Rural City Council.

Rail Minister Advocacy: Response letter from the Hon Michael McCormack MP, Deputy Prime Minister regarding Council's support for a dedicated Australian Government Rail Minister (**Appendix "9.9A"**).

Community Engagement

Horsham Urban Transport Plan Community Workshop: As part of the Transforming Horsham program, the community were invited to attend community workshops on Thursday 22 August 2019 at 2.30pm and 5.30pm at the Council offices to hear about community feedback via surveys and to shape directions of the Transport Plan.

Regional Cities Victoria (RCV) CEO Meeting: The Chief Executive Officer attended the RCV meeting in Melbourne on 25 July 2019. Mary-Anne Thomas MP, Special Adviser and Justin Burney, Project Director, Regional Tourism Review attended to receive input on the Regional Tourism review currently being undertaken by the state government.

Regional Cities Victoria (RCV) Annual Forum: The Mayor and Chief Executive Officer attended the RCV Annual Forum in Melbourne on Friday 16 August. The Hon Tim Pallas MP, Treasurer of Victoria opened the meeting and addressed the forum on the economic outlook and investment priorities for Victoria's regions. Other presented included The Hon Louise Staley MP, Shadow Treasurer and Shadow Minister for Economic Development and The Hon Alan Tudge MP, Minister for Population, Cities and Urban Infrastructure,

Projects and Events

The Hon Michael McCormack MP, Deputy Prime Minister: The Deputy Prime Minister and Dr Anne Webster, Member for Mallee met with Cr Grimble, the Chief Executive Officer and Council staff on Thursday 15 August 2019 at the Horsham Regional Livestock Exchange. They discussed the Livestock Exchange roof and the City to River projects.

Horsham Croquet Club: The Chief Executive Officer officially opened the croquet season on 22 August 2019 and played the 1st hoop which has been a “season opening” tradition for many years.

Staff Matters

Procurement Training: New staff to the organisation were provided with a training session on procurement and given an introduction to the Authority Finance System, an overview of the Procurement Policy in relation to purchasing including the Request for Quotation Processes and Delegation Limits.

LifeApp staff survey: A positive result with the highest number of key indicators overall. Participation increased from 30% to 37%, which is the highest response rate all year. Overall all key measures were steady or improved, with the exception of ‘resources’. The results were considered by the Executive Management Team and a focus will be placed on ‘Communication’ which overall was the metric that has the greatest room for improvement. This will include the relaunch of the Human Resources Newsletter.

Enterprise Bargaining agreement: Negotiations are continuing between management and the Unions towards the new agreement.

Policy reviews: A new tranche of policies will be discussed with the staff consultative committee on 14 August 2019, including Disciplinary processes, Equal Opportunity and Fit to Work (Drug and Alcohol).

Financial Implications

Not applicable

Links To Council Plans, Strategies, Policies

2019 – 2023 Council Plan

Consultation/Communication

Not applicable

Risk Implications

Not applicable

Environmental Implications

Not applicable

Human Rights Implications

This report complies with the rights listed in the *Victorian Charter of Human Rights and Responsibilities Act 2006*.

Conclusion

That Council receive and note the Chief Executive Officer's Operational Report for August 2019.

10. COUNCILLOR REPORTS AND ACKNOWLEDGEMENTS

Cr Mark Radford, Mayor

- 19 July 2019 – Triple H Community Radio interview
- 21 July 2019 – “The Addams Family” Smart Artz Theatre Company production, Horsham Town Hall
- 22 July 2019 – Meeting with Jane Lawrence, Energy Democracy re Solar Farms
- 22 July 2019 – Letter of congratulations to Smart Artz Theatre Company
- 22 July 2019 – Citizenship Ceremony
- 22 July 2019 – Ordinary Council Meeting
- 23 July 2019 – ABC Radio interview
- 23 July 2019 – Wimmera Mobility Group, guest speaker and rail presentation
- 23 July 2019 – Horsham Country Music Festival Meeting
- 24 July 2019 – ABC Radio interview
- 24 July 2019 – Wimmera Mail-Times Interview
- 25 July 2019 – Laneway Café Without Borders launch
- 26 July 2019 – Meeting with Jessica Grimble, Editor, Wimmera Mail-Times
- 26 July 2019 – National Tree Day promotional video
- 26 July 2019 – Wimmera Eisteddfod, Horsham Town Hall
- 27 July 2019 – City to River public display, Horsham Plaza
- 29 July 2019 – Meet Tidy Towns judge (presentation)
- 29 July 2019 – Meet two new Child Care Workers at Horsham Rural City Council
- 29 July 2019 – City to River public display, Civic Centre
- 30 July 2019 – Letter of congratulations to Chris Sounness on his appointment as Executive Officer, Wimmera Development Association
- 30 July 2019 – Teleconference with Phil Martin
- 31 July 2019 – Federation University Nursing Award Presentation
- 1 August 2019 – Visit from Tim Smith MP Shadow Minister Planning, Heritage and Local Government
- 2 August 2019 – Rotary Club of Horsham, guest speaker and rail presentation*
- 3 August 2019 – City to River public display, Haven Market
- 4 August 2019 – Public meeting with new Horsham Ratepayers Group
- 5 August 2019 – Sheepvention Hamilton, hosted by Mary-Ann Brown Southern Grampians Shire
- 5 August 2019 – Aboriginal Advisory Committee meeting
- 5 August 2019 – Council Briefing Meeting
- 12 August 2019 – Council Briefing Meeting
- 13 August 2019 – Three media interviews re Natimuk Solar Farm
- 13 August 2019 – Horsham Probus Club, guest speaker and rail presentation*
- 13 August 2019 – Tourism Advisory Committee meeting
- 14 August 2019 – Wimmera Australians in Retirement, guest speaker and rail presentation*
- 15 August 2019 – Horsham Community and Police Consultative Committee meeting
- 15 August 2019 – Leadership Wimmera speaking engagement

- 15 August 2019 – Regional Cities Victoria Networking Function, Parliament House
- 16 August 2019 – Regional Cities Victoria Annual Forum, Melbourne
- 19 August 2019 – Meeting with Futureye Consultants (Iluka)
- 22 August 2019 – City to River public display, Horsham Plaza
- 22 August 2019 – Horsham Urban Transport Plan workshops x2
- 23 August 2019 – Regional Mayors Roundtable, Rainbow

**Rail presentations are an opportunity to explain Council's ongoing advocacy for the return of Passenger Trains to Horsham with an invitation to write letters of support to the Public Transport Minister from local community groups*

Summary from meeting with The Hon Tim Pallas MP, Treasurer, at Regional Cities Victoria Annual Forum on 16 August 2019:

- The government has a commitment to all of Victoria
- Working toward reliable road and rail
- Job creation – low unemployment is a priority
- Investing wisely
- Local business loans are available
- There is a regional payroll rate
- 50% reduction in stamp duty
- First Home Owners Grant continues
- Waste discussion continuing, levy funds are being used (Horsham story explained)
- Sporting Association Infrastructure Loans available (State pays half the interest)
- Social Infrastructure Loans available
- Promotion of Regional Victoria is important
- Councils should talk up their success stories
- Projects that are long term and provide specific jobs are encouraged
- Sell the idea – don't fixate on the "bucket" (funding source)

11. URGENT BUSINESS

12. PETITIONS AND JOINT LETTERS

13. PROCEDURAL BUSINESS

13.1 ASSEMBLY OF COUNCILLORS – RECORD OF MEETINGS

Council Briefing held on Thursday 18 July 2019 at 5.30pm in the Council Chamber, Civic Centre, Horsham

Council Briefing held on Monday 5 August 2019 at 5.00pm in the Reception Room, Civic Centre, Horsham

Council Briefing held on Monday 12 August 2019 at 5.00pm in the Reception Room, Civic Centre, Horsham

Refer to **Appendix “13.1A”**

13.2 SEALING OF DOCUMENTS

Lease Agreement – 47 Firebrace Street, Horsham – DM Macchia

13.3 INWARD CORRESPONDENCE

Nil

13.4 COUNCIL COMMITTEE MINUTES

Wimmera Southern Mallee Regional Transport Group meeting held on Friday 26 July 2019 at 12.00noon in the Council Chamber, Civic Centre, Horsham

Western Highway Action Committee meeting held on Friday 9 August 2019 at 10.00am at the Ballarat Town Hall

Refer to **Appendix “13.4A”**

Recommendation

That Council receive and note agenda items 13.1, 13.2, 13.3 and 13.4.

14. NOTICE OF MOTION

14.1 NOTICE OF MOTION NO 174

Given by Cr David Grimble

TAKE NOTICE that it is my intention to move the following motion at the Ordinary Meeting of the Horsham Rural City Council to be held at the Civic Centre, Roberts Avenue, Horsham on Monday 26 August 2019.

Council request a regular Economic Development Report is tabled on the Ordinary Council Meeting agenda.

RATIONALE:

Currently, Council doesn't receive regular reporting on Economic Development activities.

Economic Development is an important function of Council and regular reporting would be beneficial for the Council, business, industry and the community.

Address a direct request from local business and industry.

Cr David Grimble

CIVIC CENTRE
HORSHAM 3400
21 August 2019

14.2 NOTICE OF MOTION NO 175

Given by Cr David Grimble

TAKE NOTICE that it is my intention to move the following motion at the Ordinary Meeting of the Horsham Rural City Council to be held at the Civic Centre, Roberts Avenue, Horsham on Monday 26 August 2019.

Council seek an independent audit of its authorisation and decision-making to commence and advance the City to River – Wimmera River precinct and central activity district (CAD) vision and masterplan against its relevant in time Council Plan.

The independent audit be conducted as a priority and undertaken by qualified auditors with local government experience to perform the task.

A closing report be provided to Council clearly stating its conclusions including any recommendations for consideration of Council.

RATIONALE:

Transparent and accountable decision making is important for community confidence.

Evaluation and continuous improvement in process is good practise.

External auditing is common place and is good practise.

Minimises ambiguity or clarity whilst addressing concerns raised in the community.

Cr David Grimble

CIVIC CENTRE
HORSHAM 3400
21 August 2019

S.6 - Instrument of Delegation - To Staff - for adoption by Council 26 August 2019

CEMETERIES AND CREMATORIA ACT 2003

Provision	Provision Details	Delegate - Initials, Position Name, Current Employee	Last Updated	Further Information
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			where Council is a Class B cemetery trust
		MOD - Human Resources Lead	4/11/2013	
s. 12(2)	duty to have regard to the matters set out in paragraphs (a)-(c) in exercising its functions			where Council is a Class B cemetery trust
		CISS - Co-ordinator Civil Works	26/08/2019	
		MOD - Human Resources Lead	4/11/2013	
		RA - Senior Rates Officer	27/08/2018	
		TLUI - Team Leader Urban Infrastructure	27/08/2018	
s. 13	duty to do anything necessary or convenient to enable it to carry out its functions			
		MOD - Human Resources Lead	4/11/2013	
s. 14	power to manage multiple public cemeteries as if they are one cemetery			
		MOD - Human Resources Lead	4/11/2013	
s. 15(4)	duty to keep records of delegations			
		DCORPS - Director Corporate Services	4/11/2013	
s. 17(1)	power to employ any persons necessary			
		CEO - Chief Executive Officer	4/11/2013	
s. 17(2)	power to engage any professional technical or other assistance considered necessary			
		MOD - Human Resources Lead	4/11/2013	
s. 17(3)	power to determine the terms and conditions of employment or engagement			subject to any guidelines or directions of the Secretary
		MOD - Human Resources Lead	4/11/2013	
s. 18(3)	duty to comply with a direction from the Secretary			
		MOD - Human Resources Lead	4/11/2013	
s. 19	power to carry out or permit the carrying out of works			
		MOD - Human Resources Lead	4/11/2013	

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CEMETERIES AND CREMATORIA ACT 2003

Provision	Provision Details	Delegate - Initials, Position Name, Current Employee	Last Updated	Further Information
s. 20(1)	duty to set aside areas for the interment of human remains			
	MOD - Human Resources Lead		4/11/2013	
s. 20(2)	power to set aside areas for the purposes of managing a public cemetery			
	MOD - Human Resources Lead		4/11/2013	
s. 20(3)	power to set aside areas for those things in paragraphs (a) – (e)			
	MOD - Human Resources Lead		4/11/2013	
s. 24(2)	power to apply to the Secretary for approval to alter the existing distribution of land			
	MOD - Human Resources Lead		4/11/2013	
s. 40	duty to notify Secretary of fees and charges fixed under s.39			
	MOD - Human Resources Lead		4/11/2013	
s. 57(1)	duty to submit a report to the Secretary every financial year in respect of powers and functions under the Act			report must contain the particulars listed in s.57(2)
	MOD - Human Resources Lead		4/11/2013	
s. 59	duty to keep records for each public cemetery			
	MOD - Human Resources Lead		4/11/2013	
s. 60(1)	duty to make information in records available to the public for historical or research purposes			
	MOD - Human Resources Lead		4/11/2013	
s. 60(2)	power to charge fees for providing information			
	MOD - Human Resources Lead		4/11/2013	
s. 64(4)	duty to comply with a direction from the Secretary under s.64(3)			
	MOD - Human Resources Lead		4/11/2013	
s. 64B(d)	power to permit interments at a reopened cemetery			
	MOD - Human Resources Lead		4/11/2013	
s. 69	duty to take reasonable steps to notify of conversion to historic cemetery park			
	MOD - Human Resources Lead		4/11/2013	
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			
	MOD - Human Resources Lead		4/11/2013	

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CEMETERIES AND CREMATORIA ACT 2003

Provision	Provision Details	Delegate - Initials, Position Name, Current Employee	Last Updated	Further Information
s. 70(2)	duty to make plans of existing place of interment available to the public			
	MOD - Human Resources Lead		4/11/2013	
s. 71(1)	power to remove any memorials or other structures in an area to which an approval to convert applies			
	MOD - Human Resources Lead		4/11/2013	
s. 71(2)	power to dispose of any memorial or other structure removed			
	MOD - Human Resources Lead		4/11/2013	
s. 72(2)	duty to comply with request received under section 72			
	MOD - Human Resources Lead		4/11/2013	
s. 73(1)	power to grant a right of interment			
	MOD - Human Resources Lead		4/11/2013	
s. 73(2)	power to impose conditions on the right of interment			
	MOD - Human Resources Lead		4/11/2013	
s. 75	power to grant the rights of interment set out in s.75(a) and (b)			
	MOD - Human Resources Lead		4/11/2013	
s. 76(3)	duty to allocate a piece of interment if an unallocated right is granted			
	MOD - Human Resources Lead		4/11/2013	
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			
	MOD - Human Resources Lead		4/11/2013	
s. 80(1)	function of receiving notification and payment of transfer of right of interment			
	MOD - Human Resources Lead		4/11/2013	
s. 80(2)	function of recording transfer of right of interment			
	MOD - Human Resources Lead		4/11/2013	
s. 82(2)	duty to pay refund on the surrender of an unexercised right of interment			
	MOD - Human Resources Lead		4/11/2013	
s. 83(2)	duty to pay refund on the surrender of an unexercised right of interment (sole holder)			
	MOD - Human Resources Lead		4/11/2013	

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CEMETERIES AND CREMATORIA ACT 2003

Provision	Provision Details	Delegate - Initials, Position Name, Current Employee	Last Updated	Further Information
s. 83(3)	power to remove any memorial and grant another right of interment for a surrendered right of interment	MOD - Human Resources Lead	4/11/2013	
s. 84(1)	function of receiving notice of surrendering an entitlement to a right of interment	MOD - Human Resources Lead	4/11/2013	
s. 85(1)	duty to notify holder of 25 year right of interment of expiration at least 12 months before expiry	MOD - Human Resources Lead	4/11/2013	the notice must be in writing and contain the requirements listed in s.85(2)
s. 85(2)(b)	duty to notify holder of 25 year right of interment of expiration of right at lease 12 months before expiry	MOD - Human Resources Lead	15/02/2016	does not apply where right of interment relates to remains of a deceased veteran does not apply where right of interment relates to remains of a deceased veteran
s. 85(2)(c)	power to leave interred cremated remains undistributed in perpetuity and convert right of interment to perpetual right of internment or; remove interred remains and re-inter at another location within cemetery grounds and remove any memorial at that place and re-establish at new or equivalent location.	MOD - Human Resources Lead	15/02/2016	may only be exercised where right of interment relates to cremated human remains of a deceased identified veteran, if right of internment is not extended or converted to a perpetual right of interment applies where Council appointed to manage cemetery as though it were a cemetery trust.
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	MOD - Human Resources Lead	4/11/2013	

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CEMETERIES AND CREMATORIA ACT 2003

Provision	Provision Details	Delegate - Initials, Position Name, Current Employee	Last Updated	Further Information
s. 86(2)	power to leave interred cremated human remains undisturbed or convert the right of interment to a perpetual right of interment			
	MOD - Human Resources Lead		3/08/2015	
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			
	MOD - Human Resources Lead		3/08/2015	
s. 86(3)(b)	power to remove interred cremated human remains and take further action in accordance with S.86(3)(b)			
	MOD - Human Resources Lead		3/08/2015	
s. 86(4)	power to take action under s.86(4) relating to removing and re-interring cremated human remains			
	MOD - Human Resources Lead		3/08/2015	
s. 86(5)	duty to provide notification before taking action under s.86(4)			
	MOD - Human Resources Lead		3/08/2015	
s. 86A	duty to maintain place of interment and any memorial at place of interment, if action taken under s.86(3)			
	MOD - Human Resources Lead		3/08/2015	
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			
	MOD - Human Resources Lead		4/11/2013	
s. 88	function to receive applications to carry out a lift and re-position procedure at a place of interment			
	MOD - Human Resources Lead		4/11/2013	
s. 91(1)	power to cancel a right of interment in accordance with s.91			
	MOD - Human Resources Lead		4/11/2013	
s. 91(3)	duty to publish notice of intention to cancel right of interment			
	MOD - Human Resources Lead		4/11/2013	
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			
	MOD - Human Resources Lead		4/11/2013	

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CEMETERIES AND CREMATORIA ACT 2003

Provision	Provision Details	Delegate - Initials, Position Name, Current Employee	Last Updated	Further Information
s. 98(1)	function of receiving application to establish or alter a memorial or a place of interment	MOD - Human Resources Lead	4/11/2013	
s. 99	power to approve or refuse an application made under s.98 or to cancel an approval	MOD - Human Resources Lead	4/11/2013	
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	MOD - Human Resources Lead	4/11/2013	
s.100(1)	power to require a person to remove memorials or places of interment	MOD - Human Resources Lead	4/11/2013	
s.100(2)	power to remove and dispose a memorial or place of interment or remedy a persons failure to comply with s.100(1)	MOD - Human Resources Lead	4/11/2013	
s.100(3)	power to recover costs of taking action under section 100(2)	MOD - Human Resources Lead	4/11/2013	
s.101	function of receiving applications to establish or alter a building for ceremonies in the cemetery	MOD - Human Resources Lead	4/11/2013	
s.103(3)	power to recover costs of taking action under s.103(2)	MOD - Human Resources Lead	4/11/2013	
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	MOD - Human Resources Lead	4/11/2013	
s.106(2)	power to require the holder of the right of interment to provide for an examination	MOD - Human Resources Lead	4/11/2013	
s.106(3)	power to open and examine the place of interment if s.106(2) not complied with	MOD - Human Resources Lead	4/11/2013	

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CEMETERIES AND CREMATORIA ACT 2003

Provision	Provision Details	Delegate - Initials, Position Name, Current Employee	Last Updated	Further Information
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			
	MOD - Human Resources Lead		4/11/2013	
s.107(1)	power to require person responsible to make the building for ceremonies safe and proper or carry out specified repairs			
	MOD - Human Resources Lead		4/11/2013	
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			
	MOD - Human Resources Lead		4/11/2013	
s.108	power to recover costs and expenses			
	MOD - Human Resources Lead		4/11/2013	
s.109(1)(a)	power to open examine and repair a place of interment			where the holder of right of interment or responsible person cannot be found
	MOD - Human Resources Lead		4/11/2013	
s.109(1)(b)	power to repair a memorial or with the Secretarys consent take down remove and dispose of a memorial			where the holder of right of interment or responsible person cannot be found
	MOD - Human Resources Lead		4/11/2013	
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			where the holder of right of interment or responsible person cannot be found
	MOD - Human Resources Lead		4/11/2013	
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			
	MOD - Human Resources Lead		4/11/2013	

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CEMETERIES AND CREMATORIA ACT 2003

Provision	Provision Details	Delegate - Initials, Position Name, Current Employee	Last Updated	Further Information
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			
	MOD - Human Resources Lead		4/11/2013	
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			
	MOD - Human Resources Lead		3/08/2015	
s.111	power to enter into agreement with a holder of the right of interment to maintain a memorial or place of interment			
	MOD - Human Resources Lead		4/11/2013	
s.112	power to sell and supply memorials			
	MOD - Human Resources Lead		4/11/2013	
s.116(4)	duty to notify the Secretary of an interment authorisation granted			
	MOD - Human Resources Lead		4/11/2013	
s.116(5)	power to require an applicant to produce evidence of the right of interment holders consent to application			
	MOD - Human Resources Lead		4/11/2013	
s.118	power to grant an interment authorisation if satisfied that the requirements of Division 2 of Part 8 have been met			
	MOD - Human Resources Lead		4/11/2013	
s.119	power to set terms and conditions for interment authorisations			
	MOD - Human Resources Lead		4/11/2013	
s.145	duty to comply with an order made by the Magistrates Court or a coroner			
	MOD - Human Resources Lead		4/11/2013	
s.146	power to dispose of bodily remains by a method other than interment or cremation			subject to the approval of the Secretary
	MOD - Human Resources Lead		4/11/2013	
s.147	power to apply to the Secretary for approval to dispose of bodily remains by a method other than interment or cremation			
	MOD - Human Resources Lead		4/11/2013	

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CEMETERIES AND CREMATORIA ACT 2003

Provision	Provision Details	Delegate - Initials, Position Name, Current Employee	Last Updated	Further Information
s.149	duty to cease using method of disposal if approval revoked by the Secretary			
	MOD - Human Resources Lead		4/11/2013	
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			
	MOD - Human Resources Lead		4/11/2013	
s.151	function of receiving applications to inter or cremate body parts			
	MOD - Human Resources Lead		4/11/2013	
s.152(2)	power to impose terms and conditions on authorisation granted under s.150.			
	MOD - Human Resources Lead		4/11/2013	
sch 1 Cl 8(8)	power to regulate own proceedings			subject to clause 8
	MOD - Human Resources Lead		4/11/2013	
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			Where Council is a Class A cemetery trust
	MOD - Human Resources Lead		4/11/2013	

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CEMETERIES AND CREMATORIA REGULATIONS 2015

Provision	Provision Details	Delegate - Initials, Position Name, Current Employee	Last Updated	Further Information
r. 24	duty to ensure that cemetery complies with depth of burial requirements			
	MOD - Human Resources Lead		15/02/2016	
r. 25	duty to ensure that the cemetery complies with the requirements for interment in concrete-lined graves			
	MOD - Human Resources Lead		15/02/2016	
r. 27	power to inspect any coffin, container or other receptacle if satisfied of the matters in paragraphs (a) and (b)			
	MOD - Human Resources Lead		15/02/2016	
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			
	MOD - Human Resources Lead		15/02/2016	
r. 28(2)	duty to ensure any fittings removed of are disposed in an appropriate manner			
	MOD - Human Resources Lead		15/02/2016	
r. 29	power to dispose of any metal substance or non-human substance recovered from a cremator			
	MOD - Human Resources Lead		15/02/2016	
r. 30(2)	power to release cremated human remains to certain persons			subject to any order of a court
	MOD - Human Resources Lead		15/02/2016	
r. 31(1)	duty to make cremated human remains available for collection within 2 working days after the cremation			
	MOD - Human Resources Lead		15/02/2016	
r. 31(2)	duty to hold cremated human remains for at least 12 months from the date of cremation			
	MOD - Human Resources Lead		15/02/2016	
r. 31(3)	power to dispose of cremated human remains if no person gives a direction within 12 months of the date of cremation			
	MOD - Human Resources Lead		15/02/2016	
r. 31(4)	duty to take reasonable steps notify relevant people of intention to dispose of remains at expiry of 12 month period			
	MOD - Human Resources Lead		15/02/2016	
r. 32	duty to ensure a mausoleum is constructed in accordance with paragraphs (a)-(d)			
	MOD - Human Resources Lead		15/02/2016	

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CEMETERIES AND CREMATORIA REGULATIONS 2015

Provision	Provision Details	Delegate - Initials, Position Name, Current Employee	Last Updated	Further Information
r. 33(1)	duty to ensure that remains are interred in a coffin, container or receptacle in accordance with paragraphs (a)-(c)			
	MOD - Human Resources Lead		15/02/2016	
r. 33(2)	duty to ensure that remains are interred in accordance with paragraphs (a)-(b)			
	MOD - Human Resources Lead		15/02/2016	
r. 34	duty to ensure that a crypt space in a mausolea is sealed in accordance with paragraphs (a)-(b)			
	MOD - Human Resources Lead		15/02/2016	
r. 36	duty to provide statement that alternative vendors or supplier of monuments exist			
	MOD - Human Resources Lead		15/02/2016	
r. 40	power to approve a person to play sport within a public cemetery			
	MOD - Human Resources Lead		15/02/2016	
r. 41(1)	power to approve fishing and bathing within a public cemetery			
	MOD - Human Resources Lead		15/02/2016	
r. 42(1)	power to approve hunting within a public cemetery			
	MOD - Human Resources Lead		15/02/2016	
r. 43	power to approve camping within a public cemetery			
	MOD - Human Resources Lead		15/02/2016	
r. 45	power to approve the removal of plants within a public cemetery			
	MOD - Human Resources Lead		15/02/2016	
r. 46	power to approve certain activities under the Regulations if satisfied of regulation (1)(a)-(c)			
	MOD - Human Resources Lead		15/02/2016	
r. 47(3)	power to approve the use of fire in a public cemetery			
	MOD - Human Resources Lead		15/02/2016	
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			
	MOD - Human Resources Lead		15/02/2016	

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DOMESTIC ANIMALS ACT 1994

Provision	Provision Details	Delegate - Initials, Position Name, Current Employee	Last Updated	Further Information
s. 41A(1)	power to declare a dog to be a menacing dog			Council may delegate this power to a Council authorised officer
	CEO - Chief Executive Officer		19/03/2018	
	DDS - Director Development Services		19/03/2018	
	MRS - Manager Regulatory Services		19/03/2018	

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ENVIRONMENT PROTECTION ACT 1970

Provision	Provision Details	Delegate - Initials, Position Name, Current Employee	Last Updated	Further Information
s.53M(3)	power to require further information			
	CEH - Co-ordinator Environmental Health		4/11/2013	
	EHO2 - Environmental Health Officer		4/11/2013	
s.53M(4)	duty to advise applicant that application is not to be dealt with			
	CEH - Co-ordinator Environmental Health		4/11/2013	
	EHO2 - Environmental Health Officer		4/11/2013	
s.53M(5)	duty to approve plans issue permit or refuse permit			refusal must be ratified by Council or it is of no effect
	CEH - Co-ordinator Environmental Health		4/11/2013	
	EHO2 - Environmental Health Officer		4/11/2013	
s.53M(6)	power to refuse to issue septic tank permit			refusal must be ratified by Council or it is of no effect
	CEH - Co-ordinator Environmental Health		4/11/2013	
	EHO2 - Environmental Health Officer		4/11/2013	
s.53M(7)	duty to refuse to issue a permit in circumstances in (a)-(c)			refusal must be ratified by Council or it is of no effect
	CEH - Co-ordinator Environmental Health		4/11/2013	
	EHO2 - Environmental Health Officer		4/11/2013	

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FOOD ACT 1984

Provision	Provision Details	Delegate - Initials, Position Name, Current Employee	Last Updated	Further Information
---	power to register renew or transfer registration			where Council is the registration authority, refusal to grant/renew/transfer registration must be ratified by Council or the CEO (see s.58A(2))
	CEH - Co-ordinator Environmental Health		4/11/2013	
	EHO2 - Environmental Health Officer		4/11/2013	
s.19(2)(a)	power to direct by written order that the food premises be put into a clean and sanitary condition			If s.19(1) applies
	CEH - Co-ordinator Environmental Health		4/11/2013	
	EHO2 - Environmental Health Officer		4/11/2013	
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			If s.19(1) applies
	CEH - Co-ordinator Environmental Health		4/11/2013	
	EHO2 - Environmental Health Officer		4/11/2013	
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 (contd)			If s.9(1) applies Only in relation to temporary food premises or mobile food premises
	CEH - Co-ordinator Environmental Health		2/10/2017	
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			if s.19(1) applies
	CEH - Co-ordinator Environmental Health		2/10/2017	
s.19(6)(a)	duty to revoke any order under section 19 if satisfied that an order has been complied with			If section 19(1) applies
	CEH - Co-ordinator Environmental Health		4/11/2013	
	EHO2 - Environmental Health Officer		4/11/2013	
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			If section 19(1) applies
	CEH - Co-ordinator Environmental Health		4/11/2013	
	EHO2 - Environmental Health Officer		4/11/2013	

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Provision	Provision Details	Delegate - Initials, Position Name, Current Employee	Last Updated	Further Information
s.19AA(2)	power to direct by written order that a person must take any of the actions described in (a)-(c).			where Council is the registration authority
		CEH - Co-ordinator Environmental Health	4/11/2013	
		EHO2 - Environmental Health Officer	4/11/2013	
s.19AA(4)(c)	power to direct in an order made under s.19AA(2) or a subsequent written order that a person must ensure that any food or class of food is not removed from the premises			Note: the power to direct the matters under s.19AA(4)(a) and (b) not capable of delegation and so such directions must be made by a Council resolution
		CEH - Co-ordinator Environmental Health	4/11/2013	
		EHO2 - Environmental Health Officer	4/11/2013	
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			where Council is the registration authority
		CEH - Co-ordinator Environmental Health	4/11/2013	
		EHO2 - Environmental Health Officer	4/11/2013	
s.19CB(4)(b)	power to request copy of records			where Council is the registration authority
		CEH - Co-ordinator Environmental Health	4/11/2013	
		EHO2 - Environmental Health Officer	4/11/2013	
s.19E(1)(d)	power to request a copy of the food safety program			where Council is the registration authority
		CEH - Co-ordinator Environmental Health	4/11/2013	
		EHO2 - Environmental Health Officer	4/11/2013	
s.19GB	power to request proprietor to provide written details of the name qualification or experience of the current food safety supervisor			where Council is the registration authority
		CEH - Co-ordinator Environmental Health	4/11/2013	
		EHO2 - Environmental Health Officer	4/11/2013	
s.19M(4)(a) + (5)	power to conduct a food safety audit and take actions where deficiencies are identified			where Council is the registration authority
		CEH - Co-ordinator Environmental Health	4/11/2013	
		EHO2 - Environmental Health Officer	4/11/2013	

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FOOD ACT 1984

Provision	Provision Details	Delegate - Initials, Position Name, Current Employee	Last Updated	Further Information
s.19NA(1)	power to request food safety audit reports			where Council is the registration authority
	CEH - Co-ordinator Environmental Health		4/11/2013	
	EHO2 - Environmental Health Officer		4/11/2013	
s.19U(3)	power to waive and vary the costs of a food safety audit if there are special circumstances			
	CEH - Co-ordinator Environmental Health		4/11/2013	
	EHO2 - Environmental Health Officer		4/11/2013	
s.19UA	power to charge fees for conducting a food safety assessment or inspection			except for an assessment required by a declaration under section 19C or an inspection under ss.38B(1) (c) or 39.
	CEH - Co-ordinator Environmental Health		4/11/2013	
	EHO2 - Environmental Health Officer		4/11/2013	
s.19W	power to direct a proprietor of a food premises to comply with any requirement under Part IIIB			where Council is the registration authority
	CEH - Co-ordinator Environmental Health		4/11/2013	
	EHO2 - Environmental Health Officer		4/11/2013	
s.19W(3)(a)	power to direct a proprietor of a food premises to have staff at the premises undertake training or instruction			where Council is the registration authority
	CEH - Co-ordinator Environmental Health		4/11/2013	
	EHO2 - Environmental Health Officer		4/11/2013	
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			where Council is the registration authority
	CEH - Co-ordinator Environmental Health		4/11/2013	
	EHO2 - Environmental Health Officer		4/11/2013	
s.38A(4)	power to request a copy of a completed food safety program template			where council is the registration authority
	CEH - Co-ordinator Environmental Health		4/11/2013	
	EHO2 - Environmental Health Officer		4/11/2013	

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Provision	Provision Details	Delegate - Initials, Position Name, Current Employee	Last Updated	Further Information
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			where Council is the registration authority
		CEH - Co-ordinator Environmental Health	4/11/2013	
		EHO2 - Environmental Health Officer	4/11/2013	
s.38AB(4)	power to fix a fee for the receipt of a notification under section 38AA in accordance with a declaration under s.38AB(1)			where Council is the registration authority
		CEH - Co-ordinator Environmental Health	4/11/2013	
		EHO2 - Environmental Health Officer	4/11/2013	
s.38B(1)(a)	duty to assess the application and determine which class of food premises under s.19C the food premises belongs			where Council is the registration authority
		CEH - Co-ordinator Environmental Health	4/11/2013	
		EHO2 - Environmental Health Officer	4/11/2013	
s.38B(1)(b)	duty to ensure proprietor has complied with requirements of s.38A			where Council is the registration authority
		CEH - Co-ordinator Environmental Health	4/11/2013	
		EHO2 - Environmental Health Officer	4/11/2013	
s.38B(2)	duty to be satisfied of the matters in s.38B(2)(a)-(b)			where Council is the registration authority
		CEH - Co-ordinator Environmental Health	4/11/2013	
		EHO2 - Environmental Health Officer	4/11/2013	
s.38D(1)	duty to ensure compliance with the applicable provisions of section 38C and inspect the premises if required by s.39			where Council is the registration authority
		CEH - Co-ordinator Environmental Health	4/11/2013	
		EHO2 - Environmental Health Officer	4/11/2013	
s.38D(2)	duty to be satisfied of the matters in s.38D(2)(a)-(d)			where Council is the registration authority
		CEH - Co-ordinator Environmental Health	4/11/2013	
		EHO2 - Environmental Health Officer	4/11/2013	

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FOOD ACT 1984

Provision	Provision Details	Delegate - Initials, Position Name, Current Employee	Last Updated	Further Information
s.38D(3)	power to request copies of any audit reports			where Council is the registration authority
		CEH - Co-ordinator Environmental Health	4/11/2013	
		EHO2 - Environmental Health Officer	4/11/2013	
s.38E(2)	power to register the food premises on a conditional basis			where Council is the registration authority; not exceeding the prescribed time limit defined under s.38E(5).
		CEH - Co-ordinator Environmental Health	4/11/2013	
		EHO2 - Environmental Health Officer	4/11/2013	
s.38E(4)	duty to register the food premises when conditions are satisfied			where Council is the registration authority
		CEH - Co-ordinator Environmental Health	4/11/2013	
		EHO2 - Environmental Health Officer	4/11/2013	
s.39A	power to register renew or transfer food premises despite minor defects			where Council is the registration authority, only if satisfied of matters in s.39A(2)(a)-(c)
		CEH - Co-ordinator Environmental Health	4/11/2013	
		EHO2 - Environmental Health Officer	4/11/2013	
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			
		CEH - Co-ordinator Environmental Health	4/11/2013	
		EHO2 - Environmental Health Officer	4/11/2013	
s.40C(2)	power to grant or renew the registration of food premises for a period of less than 1 year			where Council is the registration authority
		CEH - Co-ordinator Environmental Health	4/11/2013	
		EHO2 - Environmental Health Officer	4/11/2013	
s.40D(1)	power to suspend or revoke the registration of food premises			where Council is the registration authority
		CEH - Co-ordinator Environmental Health	4/11/2013	
		EHO2 - Environmental Health Officer	4/11/2013	

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FOOD ACT 1984

Provision	Provision Details	Delegate - Initials, Position Name, Current Employee	Last Updated	Further Information
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			where Council is the registration authority
		CEH - Co-ordinator Environmental Health	4/11/2013	
		EHO2 - Environmental Health Officer	4/11/2013	
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			where Council is the registration authority
		CEH - Co-ordinator Environmental Health	4/11/2013	
		EHO2 - Environmental Health Officer	4/11/2013	
s.46(5)	power to institute proceedings against another person where the offence was due to an act or default by that other person and where the first person charged could successfully defend a prosecution without proceedings first being instituted (contd)			(contd) against the person first charged
				Where Council is the registration authority
				where council is the registration authority
		CEH - Co-ordinator Environmental Health	4/11/2013	
		EHO2 - Environmental Health Officer	4/11/2013	

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HERITAGE ACT 2017

Provision	Provision Details	Delegate - Initials, Position Name, Current Employee	Last Updated	Further Information
s.116	power to sub-delegate Executive Director's functions, duties or powers			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
	SSTP - Co-ord Statutory Planning & Regulatory		26/08/2019	
	STP - Senior Statutory Town Planner		27/08/2018	

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LOCAL GOVERNMENT ACT 1989

Provision	Provision Details	Delegate - Initials, Position Name, Current Employee	Last Updated	Further Information
s.181H	power to enter into an environmental upgrade agreement on behalf of Council and declare and levy an environmental upgrade charge			
	DCORPS - Director Corporate Services		27/08/2018	
s.185L(4)	Power to declare and levy a cladding rectification charge			
	DCORPS - Director Corporate Services		26/08/2019	

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PLANNING AND ENVIRONMENT (FEES) REGULATIONS 2016

Provision	Provision Details	Delegate - Initials, Position Name, Current Employee	Last Updated	Further Information
r.19	power to waive or rebate a fee relating to an amendment of a planning scheme			Expires October 2015
	DDS - Director Development Services		2/02/2015	
	MRS - Manager Regulatory Services		2/02/2015	
r.20	power to waive or rebate a fee other than a fee relating to an amendment to a planning scheme			
	DDS - Director Development Services		20/02/2017	
	MRS - Manager Regulatory Services		20/02/2017	
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			Expires October 2015
	DDS - Director Development Services		2/02/2015	
	MRS - Manager Regulatory Services		2/02/2015	

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PLANNING AND ENVIRONMENT ACT 1987

Provision	Provision Details	Delegate - Initials, Position Name, Current Employee	Last Updated	Further Information
-	power to give written authorisation in accordance with a provision of a planning scheme			
	DDS - Director Development Services		4/11/2013	
	MRS - Manager Regulatory Services		25/02/2019	
	MRS - Manager Regulatory Services		25/02/2019	
	SSTP - Co-ord Statutory Planning & Regulatory		26/08/2019	
	SSTP - Co-ord Statutory Planning & Regulatory		27/08/2018	
	STP - Senior Statutory Town Planner		4/11/2013	
	STP - Senior Statutory Town Planner		4/11/2013	
s. 4B	power to prepare an amendment to the Victorian Planning Provisions			if authorised by the Minister
	DDS - Director Development Services		4/11/2013	
s. 4G	function of receiving prescribed documents and a copy of the Victorian Planning Provisions from the Minister			
	DDS - Director Development Services		4/11/2013	
	MRS - Manager Regulatory Services		4/11/2013	
s. 4H	duty to make amendment to Victorian Planning Provisions available			
	SSTP - Co-ord Statutory Planning & Regulatory		4/11/2013	
	STP - Senior Statutory Town Planner		4/11/2013	
s. 4I	duty to keep Victorian Planning Provisions and other documents available			
	SSTP - Co-ord Statutory Planning & Regulatory		4/11/2013	
	STP - Senior Statutory Town Planner		4/11/2013	
s. 8A(2)	power to prepare amendment to the planning scheme where the Minister has given consent under s.8A			
	DDS - Director Development Services		7/04/2014	
s. 8A(3)	power to apply to Minister to prepare an amendment to the planning scheme			
	DDS - Director Development Services		4/11/2013	
s. 8A(5)	function of receiving notice of the Minister's decision			
	DDS - Director Development Services		7/04/2014	

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PLANNING AND ENVIRONMENT ACT 1987

Provision	Provision Details	Delegate - Initials, Position Name, Current Employee	Last Updated	Further Information
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			
	DDS - Director Development Services		7/04/2014	
s. 8B(2)	power to apply to the Minister for authorisation to prepare an amendment to the planning scheme of an adjoining municipal district			
	DDS - Director Development Services		7/04/2014	
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			
	DDS - Director Development Services		4/11/2013	
	MRS - Manager Regulatory Services		4/11/2013	
s. 12A(1)	duty to prepare a municipal strategic statement (including power to prepare a municipal strategic statement under s.19 of the Planning and Environment (Planning Schemes) Act 1996)			
	DDS - Director Development Services		4/11/2013	
s. 12B(1)	duty to review planning scheme			
	DDS - Director Development Services		4/11/2013	
s. 12B(2)	duty to review planning scheme at direction of Minister			
	DDS - Director Development Services		4/11/2013	
s. 12B(5)	duty to report findings of review of planning scheme to Minister without delay			
	DDS - Director Development Services		4/11/2013	
s. 14	duties of a Responsible Authority as set out in s.14 (a) to (d)			
	DDS - Director Development Services		4/11/2013	
s. 17(1)	duty of giving copy amendment to the planning scheme			
	DDS - Director Development Services		4/11/2013	

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PLANNING AND ENVIRONMENT ACT 1987

Provision	Provision Details	Delegate - Initials, Position Name, Current Employee	Last Updated	Further Information
s. 17(2)	duty of giving copy s.173 agreement			
	DDS - Director Development Services		4/11/2013	
	MRS - Manager Regulatory Services		4/11/2013	
s. 17(3)	duty of giving copy amendment, explanatory report and relevant documents to the Minister within 10 business days			
	DDS - Director Development Services		7/04/2014	
s. 18	duty to make amendment etc. available			
	SSTP - Co-ord Statutory Planning & Regulatory		4/11/2013	
	STP - Senior Statutory Town Planner		4/11/2013	
s. 19	function of receiving notice of preparation of an amendment to a planning scheme			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
	DDS - Director Development Services		7/04/2014	
	MRS - Manager Regulatory Services		7/04/2014	
	SSTP - Co-ord Statutory Planning & Regulatory		7/04/2014	
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			
s. 19				
	DDS - Director Development Services		7/04/2014	
	MRS - Manager Regulatory Services		7/04/2014	
	SSTP - Co-ord Statutory Planning & Regulatory		7/04/2014	
s. 20(1)	power to apply to Minister for exemption from the requirements of section 19			
	DDS - Director Development Services		4/11/2013	

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PLANNING AND ENVIRONMENT ACT 1987

Provision	Provision Details	Delegate - Initials, Position Name, Current Employee	Last Updated	Further Information
s. 21(2)	duty to make submissions available			
	SSTP - Co-ord Statutory Planning & Regulatory		4/11/2013	
	STP - Senior Statutory Town Planner		4/11/2013	
s. 21A(4)	duty to publish notice in accordance with section			
	DDS - Director Development Services		4/11/2013	
	MRS - Manager Regulatory Services		4/11/2013	
	SSTP - Co-ord Statutory Planning & Regulatory		26/08/2019	
s. 22	duty to consider all submissions			except submissions which request a change to the items in s.22(5)(1) and (b)
	DDS - Director Development Services		4/11/2013	
	MRS - Manager Regulatory Services		4/11/2013	
s. 23(1)(b)	duty to refer submissions which request a change to the amendment to a panel			
	DDS - Director Development Services		7/04/2014	
	MRS - Manager Regulatory Services		7/04/2014	
	SSTP - Co-ord Statutory Planning & Regulatory		7/04/2014	
s. 23(2)	power to refer to a panel submissions which do not require a change to the amendment			
	DDS - Director Development Services		7/04/2014	
s. 24	function to represent Council and present a submission at a panel hearing (including a hearing referred to in s.96D)			
	DDS - Director Development Services		4/11/2013	
	MRS - Manager Regulatory Services		4/11/2013	
	SSTP - Co-ord Statutory Planning & Regulatory		4/11/2013	
	STP - Senior Statutory Town Planner		4/11/2013	
s. 26(1)	power to make report available for inspection			
	SSTP - Co-ord Statutory Planning & Regulatory		4/11/2013	
	STP - Senior Statutory Town Planner		4/11/2013	

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PLANNING AND ENVIRONMENT ACT 1987

Provision	Provision Details	Delegate - Initials, Position Name, Current Employee	Last Updated	Further Information
s. 26(2)	duty to keep report of panel available for inspection			
	SSTP - Co-ord Statutory Planning & Regulatory		4/11/2013	
	STP - Senior Statutory Town Planner		4/11/2013	
s. 27(2)	power to apply for exemption if panels report not received			
	DDS - Director Development Services		4/11/2013	
s. 28	duty to notify the Minister if abandoning an amendment			Note: the power to make a decision to abandon an amendment cannot be delegated
	DDS - Director Development Services		4/11/2013	
s. 30(4)(a)	duty to say if amendment has lapsed			
	DDS - Director Development Services		4/11/2013	
s. 30(4)(b)	duty to provide information in writing upon request			
	DDS - Director Development Services		4/11/2013	
s. 32(2)	duty to give more notice if required			
	DDS - Director Development Services		4/11/2013	
s. 33(1)	duty to give more notice of changes to an amendment			
	DDS - Director Development Services		4/11/2013	
s. 36(2)	duty to give notice of approval of amendment			
	DDS - Director Development Services		4/11/2013	
s. 38(5)	duty to give notice of revocation of an amendment			
	DDS - Director Development Services		4/11/2013	
s. 39	function of being a party to a proceeding commenced under s.39 and duty to comply with determination by VCAT			
	DDS - Director Development Services		4/11/2013	
s. 40(1)	function of lodging copy of approved amendment			
	DDS - Director Development Services		4/11/2013	
s. 41	duty to make approved amendment available			
	SSTP - Co-ord Statutory Planning & Regulatory		4/11/2013	
	STP - Senior Statutory Town Planner		4/11/2013	

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Provision	Provision Details	Delegate - Initials, Position Name, Current Employee	Last Updated	Further Information
s. 42	duty to make copy of planning scheme available	SSTP - Co-ord Statutory Planning & Regulatory	4/11/2013	
		STP - Senior Statutory Town Planner	4/11/2013	
s. 46AS(ac)	power to request the Victorian Planning Authority to provide advice on any matter relating to land in Victoria or an objective of planning in Victoria	DDS - Director Development Services	7/04/2014	
s. 46AW	function of being consulted by the Minister			where Council is a responsible public entity
		CSLP - Co-ordinator Strategic Planning	27/08/2018	
		DDS - Director Development Services	27/08/2018	
		EBDM - Manager Economic Development	27/08/2018	
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			where Council is a responsible public entity
		DDS - Director Development Services	27/08/2018	
s. 46AZC(2)	duty to comply with directions issued by the Minister 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			where Council is a responsible public entity
		CSLP - Co-ordinator Strategic Planning	27/08/2018	
		DDS - Director Development Services	27/08/2018	
		EBDM - Manager Economic Development	27/08/2018	
s. 46AZK	duty to include a condition in a permit relating to matters set out in s.46GG(c) and (d) 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			where Council is a responsible public entity
		DDS - Director Development Services	27/08/2018	
		SSTP - Co-ord Statutory Planning & Regulatory	27/08/2018	
		STP - Senior Statutory Town Planner	27/08/2018	

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Provision	Provision Details	Delegate - Initials, Position Name, Current Employee	Last Updated	Further Information
s. 46GF	duty to comply with directions issued by the Minister			
		DDS - Director Development Services	15/02/2016	
s. 46GG	duty to include a condition in a permit relating to matters set out in s.46GG(c) and (d)			
		SSTP - Co-ord Statutory Planning & Regulatory	15/02/2016	
		STP - Senior Statutory Town Planner	15/02/2016	
s. 46GH(1)	power to require the payment of an amount of infrastructure levy to be secured to Council's satisfaction			where council is a collection agency
		DDS - Director Development Services	15/02/2016	
		DI - Director Infrastructure	15/02/2016	
s. 46GH(2)	power to accept the provision of land, works, services or facilities in part or full satisfaction of the amount of infrastructure levy payable			where council is a collection agency
		DDS - Director Development Services	15/02/2016	
		DI - Director Infrastructure	15/02/2016	
s. 46GH(3)	duty to obtain the agreement of the relevant development agency or agencies specified in the approved infrastructure contributions plan before accepting the provision of land, works, services or facilities by the applicant			where council is a collection agency
		DDS - Director Development Services	15/02/2016	
s. 46GI(1)	duty to keep proper accounts of any amount of infrastructure levy paid to it as a collecting agency or a development agency under part 2 of the Planning and Environment Act 1987			must be done in accordance with <i>Local Government Act 1989</i>
		DDS - Director Development Services	15/02/2016	
		FM - Manager Finance	15/02/2016	

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PLANNING AND ENVIRONMENT ACT 1987

Provision	Provision Details	Delegate - Initials, Position Name, Current Employee	Last Updated	Further Information
s. 46GI(2)	duty to forward to a development agency any part of an infrastructure levy paid to council which is imposed for plan preparation costs incurred by development agency or for carrying out of works, services or facilities on behalf of the development agency			
		DDS - Director Development Services	15/02/2016	
		FM - Manager Finance	15/02/2016	
s. 46GI(2)(b)(i)	power to require the payment of an amount of infrastructure levy to be secured to Council's satisfaction 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 where council is a collecting agency			where Council is the planning authority, the municipal Council of the municipal district in which the land is located and/or the development agency
		CSLP - Co-ordinator Strategic Planning	27/08/2018	
		DDS - Director Development Services	27/08/2018	
s. 46GI(3)	duty to apply levy amount only in accordance with s.46GI(3) (a) and (b)			
		DDS - Director Development Services	15/02/2016	
		FM - Manager Finance	15/02/2016	
s. 46GI(4)	power to refund any amount of infrastructure levy paid to it as a development agency under Part 2 of the Planning and Environment Act 1987 if satisfied that the development is not to proceed			
		DDS - Director Development Services	15/02/2016	
s. 46GI(5)	duty to take action described in s.46GI(5)(c) – (e) where s.46GI(5)(a) and (b) applies.			
		DDS - Director Development Services	15/02/2016	
s. 46GJ(1)	function of receiving written directions from the Minister in relation to the preparation and content of infrastructure contributions plans			
		CSLP - Co-ordinator Strategic Planning	27/08/2018	
		DDS - Director Development Services	27/08/2018	
s. 46GK	duty to comply with a Minister's direction that applies to Council as the planning authority			
		CSLP - Co-ordinator Strategic Planning	27/08/2018	
		DDS - Director Development Services	27/08/2018	

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s. 46GL	power to recover any amount of infrastructure levy as a debt due to Council			where council is a collecting agency
	DDS - Director Development Services		15/02/2016	
s. 46GM	duty to prepare report and give a report to the Minister			where council is a collecting agency or development agency
	DDS - Director Development Services		15/02/2016	
s. 46GN(1)	duty to arrange for estimates of values of inner public purpose land			
	CSLP - Co-ordinator Strategic Planning		27/08/2018	
	DDS - Director Development Services		27/08/2018	
s. 46GO(1)	duty to give notice to owners of certain inner public purpose land			
	CSLP - Co-ordinator Strategic Planning		27/08/2018	
	DDS - Director Development Services		27/08/2018	
s. 46GP	function of receiving a notice under s.46GO			WHERE Council is the collecting agency
	CSLP - Co-ordinator Strategic Planning		27/08/2018	
	DDS - Director Development Services		27/08/2018	
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			
	CSLP - Co-ordinator Strategic Planning		27/08/2018	
	DDS - Director Development Services		27/08/2018	
	EBDM - Manager Economic Development		27/08/2018	
s. 46GR(1)	duty to consider every submission that is made by the closing date for submissions included in the notice under s.46GO			
	CSLP - Co-ordinator Strategic Planning		27/08/2018	
	DDS - Director Development Services		27/08/2018	
	EBDM - Manager Economic Development		27/08/2018	

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s. 46GR(2)	power to consider a late submission			
	duty to consider a late submission if directed to do so by the Minister			
	CSLP - Co-ordinator Strategic Planning		27/08/2018	
	DDS - Director Development Services		27/08/2018	
	EBDM - Manager Economic Development		27/08/2018	
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			
	CSLP - Co-ordinator Strategic Planning		27/08/2018	
	DDS - Director Development Services		27/08/2018	
	EBDM - Manager Economic Development		27/08/2018	
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			
	CSLP - Co-ordinator Strategic Planning		27/08/2018	
	DDS - Director Development Services		27/08/2018	
	EBDM - Manager Economic Development		27/08/2018	
s. 46GT(2)	duty to pay half of the fee fixed by the valuer-general for arranging and attending the conference			
	CSLP - Co-ordinator Strategic Planning		27/08/2018	
	DDS - Director Development Services		27/08/2018	
	EBDM - Manager Economic Development		27/08/2018	
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			
	CSLP - Co-ordinator Strategic Planning		27/08/2018	
	DDS - Director Development Services		27/08/2018	
	EBDM - Manager Economic Development		27/08/2018	

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s. 46GT(6)	function of receiving, from the valuer-general, written notice of a determination under s.46GT(5)			
	CSLP - Co-ordinator Strategic Planning		27/08/2018	
	DDS - Director Development Services		27/08/2018	
	EBDM - Manager Economic Development		27/08/2018	
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 (contd)			(contd) the criteria in s.46GU(1)(a) and (b) are met
	CSLP - Co-ordinator Strategic Planning		27/08/2018	
	DDS - Director Development Services		27/08/2018	
	EBDM - Manager Economic Development		27/08/2018	
s. 46GV(3)	function of receiving the monetary component and any land equalisation amount of the infrastructure contribution power to specify the manner in which the payment is to be made			where Council is the collecting agency
	SSTP - Co-ord Statutory Planning & Regulatory		27/08/2018	
	STP - Senior Statutory Town Planner		27/08/2018	
s. 46GV(3)(b)	power to enter into an agreement with the applicant			where Council is the collecting agency
	DDS - Director Development Services		27/08/2018	
	EBDM - Manager Economic Development		27/08/2018	
s. 46GV(4)(a)	function of receiving the inner public purpose land in accordance with s.46GV(5) and (6)			where Council is the development agency
	DDS - Director Development Services		27/08/2018	
	MRS - Manager Regulatory Services		25/02/2019	
	SSTP - Co-ord Statutory Planning & Regulatory		27/08/2018	
	STP - Senior Statutory Town Planner		27/08/2018	
s. 46GV(4)(b)	function of receiving the inner public purpose land in accordance with s.46GV(5) and (6)			where Council is the collecting agency
	DDS - Director Development Services		27/08/2018	
	SSTP - Co-ord Statutory Planning & Regulatory		27/08/2018	
	STP - Senior Statutory Town Planner		27/08/2018	

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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			
	SSTP - Co-ord Statutory Planning & Regulatory		27/08/2018	
	STP - Senior Statutory Town Planner		27/08/2018	
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			where Council is the collecting agency
	SSTP - Co-ord Statutory Planning & Regulatory		27/08/2018	
	STP - Senior Statutory Town Planner		27/08/2018	
s. 46GX(1)	power to accept works, services or facilities in part or full satisfaction of the monetary component of an infrastructure contribution payable			where Council is the collecting agency
	DI - Director Infrastructure		27/08/2018	
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 approved infrastructure contributions plan			where Council is the collecting agency
	DI - Director Infrastructure		27/08/2018	
s. 46GY(1)	duty to keep proper and separate accounts and records			where Council is the collecting agency
	FM - Manager Finance		27/08/2018	
s. 46GY(2)	duty to keep the accounts and records in accordance with the Local Government Act 1989			where Council is the collecting agency
	FM - Manager Finance		27/08/2018	
s. 46GZ(2)(a)-1	function of receiving the monetary component			where the Council is the planning authority this duty does not apply where Council is also the collecting agency
	FM - Manager Finance		27/08/2018	

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s. 46GZ(2)(a)-2	duty to forward any part of the monetary component that is imposed for plan preparation costs to the planning authority that incurred those costs where Council is the collecting agency under an approved infrastructure contributions plan this duty does not apply where Council is that planning authority			where Council is the collecting agency under an approved infrastructure contributions plan this duty does not apply where Council is that planning authority
	FM - Manager Finance		27/08/2018	
s. 46GZ(2)(b)-1	function of receiving the monetary component			where Council is the development agency under an approved infrastructure contributions plan this provision does not apply where Council is also the collecting agency
	FM - Manager Finance		27/08/2018	
s. 46GZ(2)(b)-2	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			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
	FM - Manager Finance		27/08/2018	
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)			where Council is the collecting agency under an approved infrastructure contributions plan
	FM - Manager Finance		27/08/2018	
s. 46GZ(5)	function of receiving any part of a land equalisation amount required for the acquisition of outer public purpose land			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
	FM - Manager Finance		27/08/2018	
	MRS - Manager Regulatory Services		25/02/2019	

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s. 46GZ(5)-2	duty to forward any part of a land equalisation amount required for the acquisition of infrastructure of outer public purpose land by a development agency specified in the approved infrastructure contributions plan to that development agency			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
		FM - Manager Finance	27/08/2018	
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			where Council is the collecting agency under an approved infrastructure contributions plan
		FM - Manager Finance	27/08/2018	
s. 46GZ(9)	duty to transfer the estate in fee simple in the land to to the development agency specified in the approved infrastructure contributions plan as responsible for the use and development of that land			if any inner public purpose land is vested in Council under the <i>Subdivision Act 1988</i> or acquired by Council before the time it is required to be provided to Council under s.46GV(4) where Council is the collecting agency under an approved infrastructure contributions plan this duty does not apply where Council is also the development agency
		DDS - Director Development Services	27/08/2018	
		MRS - Manager Regulatory Services	25/02/2019	
s. 46GZ(9)-1	function of receiving the fee simple in the land			where Council is the development agency under an approved infrastructure contributions plan this duty does not apply where Council is also the collecting agency
		DDS - Director Development Services	27/08/2018	

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s. 46GZA(1)	duty to keep proper and separate accounts and records			where Council is a development agency under an approved infrastructure contributions plan
	CSLP - Co-ordinator Strategic Planning		27/08/2018	
	EBDM - Manager Economic Development		27/08/2018	
s. 46GZA(2)	duty to keep the accounts and records in accordance with the Local Government Act 1989			where Council is a development agency under an approved infrastructure contributions plan
	CSLP - Co-ordinator Strategic Planning		27/08/2018	
	DDS - Director Development Services		27/08/2018	
	EBDM - Manager Economic Development		27/08/2018	
s. 46GZB(3)	duty to follow the steps set out in s.46GZB(3)(a) – (c)			where Council is a development agency under an approved infrastructure contributions plan
	DDS - Director Development Services		27/08/2018	
	EBDM - Manager Economic Development		27/08/2018	
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			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
	CSLP - Co-ordinator Strategic Planning		27/08/2018	
	DDS - Director Development Services		27/08/2018	
	EBDM - Manager Economic Development		27/08/2018	
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)			where Council is the development agency under an approved infrastructure contributions plan
	CSLP - Co-ordinator Strategic Planning		27/08/2018	
	DDS - Director Development Services		27/08/2018	
	EBDM - Manager Economic Development		27/08/2018	

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s. 46GZD(3)	duty to follow the steps set out in s.46GZD(3)(a) and (b)			where Council is the collecting agency under an approved infrastructure contributions plan
		CSLP - Co-ordinator Strategic Planning	27/08/2018	
		DDS - Director Development Services	27/08/2018	
		EBDM - Manager Economic Development	27/08/2018	
s. 46GZD(5)	duty to make payments under s.46GZD(3) in accordance with ss.46GZD(5)(a) and (46GZD(5)(b)			where Council is the collecting agency under an approved infrastructure contributions plan
		CSLP - Co-ordinator Strategic Planning	27/08/2018	
		DDS - Director Development Services	27/08/2018	
		EBDM - Manager Economic Development	27/08/2018	
s. 46GZE(2)	function of receiving the unexpended land equalisation amount			where Council is the collecting agency under an approved infrastructure contributions plan
				this duty does not apply where Council is also the development agency
		MRS - Manager Regulatory Services	25/02/2019	
s. 46GZE(2)-1	function of receiving the unexpended land equalisation amount			where Council is the collecting agency under an approved infrastructure contributions plan this duty does not apply where Council is also the development agency
		DDS - Director Development Services	27/08/2018	
		EBDM - Manager Economic Development	27/08/2018	
s. 46GZE(2)-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			where Council is the development agency under an approved infrastructure contributions plan this duty does not apply where Council is also the collecting agency
		DDS - Director Development Services	27/08/2018	
		EBDM - Manager Economic Development	27/08/2018	

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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)			where Council is the collecting agency under an approved infrastructure contributions plan
		CSLP - Co-ordinator Strategic Planning	27/08/2018	
		DDS - Director Development Services	27/08/2018	
		EBDM - Manager Economic Development	27/08/2018	
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			where Council is the development agency under an approved infrastructure contributions plan
		DI - Director Infrastructure	27/08/2018	
s. 46GZF(3)-1	s.46GZF(3)(a) function of receiving proceeds of sale			where Council is the collection agency under an approved infrastructure contributions plan this provision does not apply where Council is also the development agency
		DDS - Director Development Services	27/08/2018	
		EBDM - Manager Economic Development	27/08/2018	
s. 46GZF(3)-2	duty, if land is sold under s.46GZF(2)(b), to follow the steps in s.46GZF(3)(a) and (b)			where Council is the development agency under an approved infrastructure contributions plan
		DDS - Director Development Services	27/08/2018	
		EBDM - Manager Economic Development	27/08/2018	
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)			where Council is the collecting agency under an approved infrastructure contributions plan
		DDS - Director Development Services	27/08/2018	
		EBDM - Manager Economic Development	27/08/2018	
s. 46GZF(6)	duty to make the payments under s.46GZF(4) in accordance with s.46GZF(6)(a) and (b)			where Council is the collecting agency under an approved infrastructure contributions plan
		DDS - Director Development Services	27/08/2018	
		EBDM - Manager Economic Development	27/08/2018	

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s. 46GZH	where Council is the collecting agency under an approved infrastructure contributions plan			where Council is the collecting agency under an approved infrastructure contributions plan
		DDS - Director Development Services	27/08/2018	
s. 46GZI	duty to prepare and give a report to the Minister at the times required by the Minister			where Council is a collecting agency or development agency
		CSLP - Co-ordinator Strategic Planning	27/08/2018	
		EBDM - Manager Economic Development	27/08/2018	
s. 46GZK	power to deal with public purpose land which has vested in, been acquired by, or transferred to, Council			where Council is a collecting agency or development agency
		DDS - Director Development Services	27/08/2018	
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 each financial year for which the amount is adjusted under s.46LB (2)			
		CSLP - Co-ordinator Strategic Planning	27/08/2018	
		EBDM - Manager Economic Development	27/08/2018	
s. 46N(1)	duty to include condition in permit regarding payment of development infrastructure levy			
		SSTP - Co-ord Statutory Planning & Regulatory	4/11/2013	
		STP - Senior Statutory Town Planner	4/11/2013	
s. 46N(2)(c)	function of determining time and manner for receipt of development contributions levy			
		SSTP - Co-ord Statutory Planning & Regulatory	4/11/2013	
		STP - Senior Statutory Town Planner	4/11/2013	
s. 46N(2)(d)	power to enter into an agreement with the applicant regarding payment of development infrastructure levy			
		DDS - Director Development Services	4/11/2013	
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 - Municipal Building Surveyor	4/11/2013	

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s. 46O(1)(d)+(2)(d)	power to enter into agreement with the applicant regarding payment of community infrastructure levy			
	DDS - Director Development Services		4/11/2013	
s. 46P(1)	power to require payment of amount of levy under section 46N or section 46O to be satisfactorily secured			
	DDS - Director Development Services		4/11/2013	
s. 46P(2)	power to accept provision of land works services or facilities in part or full payment of levy payable			
	DDS - Director Development Services		4/11/2013	
s. 46Q(1)	duty to keep proper accounts of levies paid			
	FM - Manager Finance		4/11/2013	
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 preparatin costs incurred by a development agency or plan preparation costs incurred by a development agency			
	FM - Manager Finance		4/11/2013	
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			
	FM - Manager Finance		4/11/2013	
s. 46Q(3)	power to refund any amount of levy paid if it is satisfied the development is not to proceed			only applies when levy is paid to Council as a 'development agency'
	DDS - Director Development Services		4/11/2013	
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 (contd)			(contd) or facilities in an area under s.46Q(4)(a) 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
	DDS - Director Development Services		4/11/2013	

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s. 46Q(4)(d)	duty to submit to the Minister an amendment to the approved development contributions plan			must be done in accordance with Part 3
	DDS - Director Development Services		4/11/2013	
s. 46Q(4)(e)	duty to expend that amount on other works etc.			with the consent of, and in the manner approved by, the Minister
	DDS - Director Development Services		4/11/2013	
s. 46QC	power to recover any amount of levy payable under Part 3B			
	DDS - Director Development Services		4/11/2013	
s. 46QD	duty to prepare report and give a report to the Minister			where Council is a collecting agency or development agency
	DDS - Director Development Services		15/02/2016	
s. 47	power to decide that an application for a planning permit does not comply with that Act			
	SSTP - Co-ord Statutory Planning & Regulatory		4/11/2013	
	STP - Senior Statutory Town Planner		4/11/2013	
s. 49(1)	duty to keep a register of all applications for permits and determinations relating to permits			
	SSTP - Co-ord Statutory Planning & Regulatory		4/11/2013	
	STP - Senior Statutory Town Planner		4/11/2013	
s. 49(2)	duty to make register available for inspection			
	SSTP - Co-ord Statutory Planning & Regulatory		4/11/2013	
	STP - Senior Statutory Town Planner		4/11/2013	
s. 50(4)	duty to amend application			
	SSTP - Co-ord Statutory Planning & Regulatory		4/11/2013	
	STP - Senior Statutory Town Planner		4/11/2013	
s. 50(5)	power to refuse to amend application			
	DDS - Director Development Services		4/11/2013	
s. 50(6)	duty to make note of amendment to application in register			
	SSTP - Co-ord Statutory Planning & Regulatory		4/11/2013	
	STP - Senior Statutory Town Planner		4/11/2013	

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s. 50A(1)	power to make amendment to application			
	SSTP - Co-ord Statutory Planning & Regulatory		4/11/2013	
	STP - Senior Statutory Town Planner		4/11/2013	
s. 50A(3)	power to require applicant to notify owner and make a declaration that notice has been given			
	SSTP - Co-ord Statutory Planning & Regulatory		4/11/2013	
	STP - Senior Statutory Town Planner		4/11/2013	
s. 50A(4)	duty to note amendment to application in register			
	SSTP - Co-ord Statutory Planning & Regulatory		4/11/2013	
	STP - Senior Statutory Town Planner		4/11/2013	
s. 51	duty to make copy of application available for inspection			
	SSTP - Co-ord Statutory Planning & Regulatory		4/11/2013	
	STP - Senior Statutory Town Planner		4/11/2013	
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			
	SSTP - Co-ord Statutory Planning & Regulatory		4/11/2013	
	STP - Senior Statutory Town Planner		4/11/2013	
s. 52(1)(b)	duty to give notice of the application to other municipal Council where appropriate			
	SSTP - Co-ord Statutory Planning & Regulatory		4/11/2013	
	STP - Senior Statutory Town Planner		4/11/2013	
s. 52(1)(c)	duty to give notice of the application to all persons required by the planning scheme			
	SSTP - Co-ord Statutory Planning & Regulatory		4/11/2013	
	STP - Senior Statutory Town Planner		4/11/2013	
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			
	SSTP - Co-ord Statutory Planning & Regulatory		4/11/2013	
	STP - Senior Statutory Town Planner		4/11/2013	

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s. 52(1)(cb)	duty to give notice of the application to owners and occupiers of land benefited by a registered restrictive covenant if application is to remove or vary the covenant			
	SSTP - Co-ord Statutory Planning & Regulatory		4/11/2013	
	STP - Senior Statutory Town Planner		4/11/2013	
s. 52(1)(d)	duty to give notice of the application to other persons who may be detrimentally effected			
	SSTP - Co-ord Statutory Planning & Regulatory		4/11/2013	
	STP - Senior Statutory Town Planner		4/11/2013	
s. 52(1AA)	duty to give notice of an application to remove or vary a registered restrictive covenant			
	SSTP - Co-ord Statutory Planning & Regulatory		4/11/2013	
	STP - Senior Statutory Town Planner		4/11/2013	
s. 52(3)	power to give any further notice of an application where appropriate			
	DDS - Director Development Services		4/11/2013	
	MRS - Manager Regulatory Services		4/11/2013	
s. 53(1)	power to require the applicant to give notice under section 52(1) to persons specified by it			
	SSTP - Co-ord Statutory Planning & Regulatory		4/11/2013	
	STP - Senior Statutory Town Planner		4/11/2013	
s. 53(1A)	power to require the applicant to give the notice under section 52(1AA)			
	SSTP - Co-ord Statutory Planning & Regulatory		4/11/2013	
	STP - Senior Statutory Town Planner		4/11/2013	
s. 54(1)	power to require the applicant to provide more information			
	SSTP - Co-ord Statutory Planning & Regulatory		4/11/2013	
	STP - Senior Statutory Town Planner		4/11/2013	
s. 54(1A)	duty to give notice in writing of information required under section 54(1)			
	SSTP - Co-ord Statutory Planning & Regulatory		4/11/2013	
	STP - Senior Statutory Town Planner		4/11/2013	

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s. 54(1B)	duty to specify the lapse date for an application			
	SSTP - Co-ord Statutory Planning & Regulatory		4/11/2013	
	STP - Senior Statutory Town Planner		4/11/2013	
s. 54A(3)	power to decide to extend time or refuse to extend time to give required information			
	DDS - Director Development Services		4/11/2013	
	MRS - Manager Regulatory Services		4/11/2013	
s. 54A(4)	duty to give written notice of decision to extend or refuse to extend time und s.54A(3)			
	SSTP - Co-ord Statutory Planning & Regulatory		4/11/2013	
	STP - Senior Statutory Town Planner		4/11/2013	
s. 55(1)	duty to give copy application to every referral authority specified in the planning scheme			
	SSTP - Co-ord Statutory Planning & Regulatory		4/11/2013	
	STP - Senior Statutory Town Planner		4/11/2013	
s. 57(2A)	power to reject objections considered made primarily for commercial advantage for the objector			
	DDS - Director Development Services		4/11/2013	
s. 57(3)	function of receiving name and address of persons to whom notice of decision is to go			
	SSTP - Co-ord Statutory Planning & Regulatory		4/11/2013	
	STP - Senior Statutory Town Planner		4/11/2013	
s. 57(5)	duty to make available for inspection copy of all objections			
	SSTP - Co-ord Statutory Planning & Regulatory		4/11/2013	
	STP - Senior Statutory Town Planner		4/11/2013	
s. 57A(4)	duty to amend application in accordance with applicants request subject to s.57A(5)			
	SSTP - Co-ord Statutory Planning & Regulatory		4/11/2013	
	STP - Senior Statutory Town Planner		4/11/2013	
s. 57A(5)	power to refuse to amend application			
	DDS - Director Development Services		4/11/2013	

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s. 57A(6)	duty to note amendments to application in register			
	SSTP - Co-ord Statutory Planning & Regulatory		4/11/2013	
	STP - Senior Statutory Town Planner		4/11/2013	
s. 57B(1)	duty to determine whether and to whom notice should be given			
	SSTP - Co-ord Statutory Planning & Regulatory		4/11/2013	
	STP - Senior Statutory Town Planner		4/11/2013	
s. 57B(2)	duty to consider certain matters in determining whether notice should be given			
	SSTP - Co-ord Statutory Planning & Regulatory		4/11/2013	
	STP - Senior Statutory Town Planner		4/11/2013	
s. 57C(1)	duty to give copy of amended application to referral authority			
	SSTP - Co-ord Statutory Planning & Regulatory		4/11/2013	
	STP - Senior Statutory Town Planner		4/11/2013	
s. 58	duty to consider every application for a permit except for a development assessment committee application			
	SSTP - Co-ord Statutory Planning & Regulatory		4/11/2013	
	STP - Senior Statutory Town Planner		4/11/2013	
s. 58A	power to request advice from the Planning Application Committee			
	DDS - Director Development Services		7/04/2014	
s. 60	duty to consider certain matters			
	DDS - Director Development Services		4/11/2013	
	MRS - Manager Regulatory Services		4/11/2013	
	SSTP - Co-ord Statutory Planning & Regulatory		4/11/2013	
	STP - Senior Statutory Town Planner		4/11/2013	
s. 60(1)(a)	power to consider certain matters before deciding on application			
	DDS - Director Development Services		4/11/2013	
	MRS - Manager Regulatory Services		4/11/2013	
	SSTP - Co-ord Statutory Planning & Regulatory		4/11/2013	
	STP - Senior Statutory Town Planner		4/11/2013	

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s. 60(1B)	duty to consider number of objectors in considering whether use or development may have significant social effect			
		DDS - Director Development Services	5/09/2016	
		MRS - Manager Regulatory Services	5/09/2016	
		SSTP - Co-ord Statutory Planning & Regulatory	5/09/2016	
		STP - Senior Statutory Town Planner	5/09/2016	
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			If there are two or more objectors to a permit application, the matter must be referred to Council for determination. Also the permit must not be inconsistent with a cultural heritage management plan under the Aboriginal Heritage Act 2006.
		DDS - Director Development Services	7/04/2014	
		MRS - Manager Regulatory Services	7/04/2014	
		SSTP - Co-ord Statutory Planning & Regulatory	7/04/2014	
		STP - Senior Statutory Town Planner	7/04/2014	
s. 61(2)	duty to decide to refuse to grant a permit if a relevant determining referral authority objects to grant of permit			
		DDS - Director Development Services	7/04/2014	
		SSTP - Co-ord Statutory Planning & Regulatory	7/04/2014	
		STP - Senior Statutory Town Planner	7/04/2014	
s. 61(2A)	power to decide to refuse to grant a permit if a relevant recommending referral authority objects to the grant of permit			
		DDS - Director Development Services	7/04/2014	
		SSTP - Co-ord Statutory Planning & Regulatory	7/04/2014	
		STP - Senior Statutory Town Planner	7/04/2014	
s. 61(4)	duty to refuse to grant the permit if grant would authorise a breach of a registered restrictive covenant			
		DDS - Director Development Services	4/11/2013	
		SSTP - Co-ord Statutory Planning & Regulatory	4/11/2013	
		STP - Senior Statutory Town Planner	4/11/2013	

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s. 62(1)	duty to include certain conditions in deciding to grant a permit			
		DDS - Director Development Services	4/11/2013	
		SSTP - Co-ord Statutory Planning & Regulatory	26/08/2019	
		STP - Senior Statutory Town Planner	4/11/2013	
s. 62(2)	power to include other conditions			
		DDS - Director Development Services	4/11/2013	
		STP - Senior Statutory Town Planner	4/11/2013	
s. 62(4)	duty to ensure conditions are consistent with paragraphs (a)(b) and (c)			
		DDS - Director Development Services	4/11/2013	
		STP - Senior Statutory Town Planner	4/11/2013	
s. 62(5)(a)	power to include a permit condition to implement an approved development contributions plan or an approved infrastructure contributions plan			
		DDS - Director Development Services	4/11/2013	
		STP - Senior Statutory Town Planner	4/11/2013	
s. 62(5)(b)	power to include a permit condition that specified works be provided on or to the land or paid for in accordance with section 173 agreement			
		DDS - Director Development Services	4/11/2013	
		STP - Senior Statutory Town Planner	4/11/2013	
s. 62(5)(c)	power to include a permit condition that specified works be provided or paid for by the applicant			
		DDS - Director Development Services	4/11/2013	
		SSTP - Co-ord Statutory Planning & Regulatory	4/11/2013	
		STP - Senior Statutory Town Planner	4/11/2013	

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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)			
		DDS - Director Development Services	4/11/2013	
		SSTP - Co-ord Statutory Planning & Regulatory	4/11/2013	
		STP - Senior Statutory Town Planner	4/11/2013	
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)			
		DDS - Director Development Services	4/11/2013	
		SSTP - Co-ord Statutory Planning & Regulatory	4/11/2013	
		STP - Senior Statutory Town Planner	4/11/2013	
s. 63	duty to issue the permit where made a decision in favour of the application (if no one has objected)			
		DDS - Director Development Services	4/11/2013	
		SSTP - Co-ord Statutory Planning & Regulatory	4/11/2013	
		STP - Senior Statutory Town Planner	4/11/2013	
s. 64(1)	duty to give notice of decision to grant a permit to applicant and objectors			this provision applies also to a decision to grant an amendment to a permit - see section 75
		SSTP - Co-ord Statutory Planning & Regulatory	4/11/2013	
		STP - Senior Statutory Town Planner	4/11/2013	
s. 64(3)	duty not to issue a permit until after the specified period			this provision applies also to a decision to grant an amendment to a permit - see s.75
		DDS - Director Development Services	4/11/2013	
		SSTP - Co-ord Statutory Planning & Regulatory	4/11/2013	
		STP - Senior Statutory Town Planner	4/11/2013	
s. 64(5)	duty to give each objector a copy of an exempt decision			this provision applies also to a decision to grant an amendment to a permit - see s.75
		SSTP - Co-ord Statutory Planning & Regulatory	4/11/2013	
		STP - Senior Statutory Town Planner	4/11/2013	

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s. 64A	duty not to issue permit until the end of a period when an application for review may be lodged with VCAT or until VCAT has determined the application, if a relevant recommending referral authority has objected to the grant of a permit			this provision applies also to a decision to grant an amendment to a permit - see s.75A
	DDS - Director Development Services		7/04/2014	
	SSTP - Co-ord Statutory Planning & Regulatory		7/04/2014	
	STP - Senior Statutory Town Planner		7/04/2014	
s. 65(1)	duty to give notice of refusal to grant permit to applicant and objector			
	SSTP - Co-ord Statutory Planning & Regulatory		4/11/2013	
	STP - Senior Statutory Town Planner		4/11/2013	
s. 66(1)	duty to give notice under s.64 or s.65 and copy permit to referral authorities			
	SSTP - Co-ord Statutory Planning & Regulatory		4/11/2013	
	STP - Senior Statutory Town Planner		4/11/2013	
s. 66(2)	duty to give a recommending referral authority notice of its decision to grant a permit			
	SSTP - Co-ord Statutory Planning & Regulatory		7/04/2014	
	STP - Senior Statutory Town Planner		7/04/2014	
s. 66(4)	duty to give a recommending referral authority notice of its decision to refuse a permit			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
	SSTP - Co-ord Statutory Planning & Regulatory		7/04/2014	
	STP - Senior Statutory Town Planner		7/04/2014	
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			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
	SSTP - Co-ord Statutory Planning & Regulatory		7/04/2014	
	STP - Senior Statutory Town Planner		7/04/2014	

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Provision	Provision Details	Delegate - Initials, Position Name, Current Employee	Last Updated	Further Information
s. 69(1)	function of receiving application for extension of time of permit			
	SSTP - Co-ord Statutory Planning & Regulatory		4/11/2013	
	STP - Senior Statutory Town Planner		4/11/2013	
s. 69(1A)	function of receiving application for extension of time to complete development			
	DDS - Director Development Services		7/04/2014	
s. 69(2)	power to extend time			
	DDS - Director Development Services		4/11/2013	
s. 70	duty to make copy permit available for inspection			
	SSTP - Co-ord Statutory Planning & Regulatory		4/11/2013	
	STP - Senior Statutory Town Planner		4/11/2013	
s. 71(1)	power to correct certain mistakes			
	DDS - Director Development Services		4/11/2013	
	SSTP - Co-ord Statutory Planning & Regulatory		4/11/2013	
	STP - Senior Statutory Town Planner		4/11/2013	
s. 71(2)	duty to note corrections in register			
	SSTP - Co-ord Statutory Planning & Regulatory		4/11/2013	
	STP - Senior Statutory Town Planner		4/11/2013	
s. 73	power to decide to grant amendment subject to conditions			
	DDS - Director Development Services		4/11/2013	
	SSTP - Co-ord Statutory Planning & Regulatory		4/11/2013	
	STP - Senior Statutory Town Planner		4/11/2013	
s. 74	duty to issue amended permit to applicant if no objectors			
	DDS - Director Development Services		4/11/2013	
	SSTP - Co-ord Statutory Planning & Regulatory		4/11/2013	
	STP - Senior Statutory Town Planner		4/11/2013	

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s. 76	duty to give applicant and objectors notice of decision to refuse to grant amendment to permit			
	SSTP - Co-ord Statutory Planning & Regulatory		4/11/2013	
	STP - Senior Statutory Town Planner		4/11/2013	
s. 76A(1)	duty to give relevant determining referral authorities copy of amended permit and copy of notice			
	SSTP - Co-ord Statutory Planning & Regulatory		7/04/2014	
	STP - Senior Statutory Town Planner		7/04/2014	
s. 76A(2)	duty to give a recommending referral authority notice of its decision to grant an amendment to a permit			if the recommending referral authority objected to the amendment of the permit or the responsible authority decided not to include a condition on the amended permit recommended by the recommending referral authority
	SSTP - Co-ord Statutory Planning & Regulatory		7/04/2014	
	STP - Senior Statutory Town Planner		7/04/2014	
s. 76A(4)	duty to give a recommending referral authority notice of its decision to refuse a permit			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
	SSTP - Co-ord Statutory Planning & Regulatory		7/04/2014	
	STP - Senior Statutory Town Planner		7/04/2014	
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			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
	SSTP - Co-ord Statutory Planning & Regulatory		7/04/2014	
	STP - Senior Statutory Town Planner		7/04/2014	
s. 76D	duty to comply with direction of Minister to issue amended permit			
	DDS - Director Development Services		4/11/2013	
	SSTP - Co-ord Statutory Planning & Regulatory		4/11/2013	
	STP - Senior Statutory Town Planner		4/11/2013	

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s. 83	function of being respondent to an appeal			
	DDS - Director Development Services		4/11/2013	
	SSTP - Co-ord Statutory Planning & Regulatory		4/11/2013	
	STP - Senior Statutory Town Planner		4/11/2013	
s. 83B	duty to give or publish notice of application for review			
	SSTP - Co-ord Statutory Planning & Regulatory		4/11/2013	
	STP - Senior Statutory Town Planner		4/11/2013	
s. 84(1)	power to decide on an application at any time after an appeal is lodged against failure to grant a permit			
	DDS - Director Development Services		4/11/2013	
	SSTP - Co-ord Statutory Planning & Regulatory		4/11/2013	
	STP - Senior Statutory Town Planner		4/11/2013	
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			
	DDS - Director Development Services		4/11/2013	
	SSTP - Co-ord Statutory Planning & Regulatory		4/11/2013	
	STP - Senior Statutory Town Planner		4/11/2013	
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			
	DDS - Director Development Services		4/11/2013	
	SSTP - Co-ord Statutory Planning & Regulatory		4/11/2013	
	STP - Senior Statutory Town Planner		4/11/2013	
s. 84(6)	duty to issue permit on receipt of advice within 3 working days			
	DDS - Director Development Services		4/11/2013	
	SSTP - Co-ord Statutory Planning & Regulatory		4/11/2013	
	STP - Senior Statutory Town Planner		4/11/2013	

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s. 84AB	power to agree to confining a review by the Tribunal			
	SSTP - Co-ord Statutory Planning & Regulatory		27/08/2018	
	STP - Senior Statutory Town Planner		27/08/2018	
s. 86	duty to issue a permit at order of Tribunal within 3 working days			
	DDS - Director Development Services		4/11/2013	
	SSTP - Co-ord Statutory Planning & Regulatory		4/11/2013	
	STP - Senior Statutory Town Planner		4/11/2013	
s. 87(3)	power to apply to VCAT for the cancellation or amendment of a permit			
	DDS - Director Development Services		4/11/2013	
	SSTP - Co-ord Statutory Planning & Regulatory		4/11/2013	
	STP - Senior Statutory Town Planner		4/11/2013	
s. 90(1)	function of being heard at hearing of request for cancellation or amendment of a permit			
	DDS - Director Development Services		4/11/2013	
	SSTP - Co-ord Statutory Planning & Regulatory		4/11/2013	
	STP - Senior Statutory Town Planner		4/11/2013	
s. 91(2)	duty to comply with the directions of VCAT			
	DDS - Director Development Services		4/11/2013	
	SSTP - Co-ord Statutory Planning & Regulatory		4/11/2013	
	STP - Senior Statutory Town Planner		4/11/2013	
s. 91(2A)	duty to issue amended permit to owner if Tribunal so directs			
	DDS - Director Development Services		4/11/2013	
	SSTP - Co-ord Statutory Planning & Regulatory		4/11/2013	
	STP - Senior Statutory Town Planner		4/11/2013	
s. 92	duty to give notice of cancellation-amendment of permit by VCAT to persons entitled to be heard under s.90			
	SSTP - Co-ord Statutory Planning & Regulatory		4/11/2013	
	STP - Senior Statutory Town Planner		4/11/2013	

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s. 93(2)	duty to give notice of VCAT order to stop development			
	DDS - Director Development Services		4/11/2013	
	SSTP - Co-ord Statutory Planning & Regulatory		4/11/2013	
	STP - Senior Statutory Town Planner		4/11/2013	
s. 95(3)	function of referring certain applications to the Minister			
	SSTP - Co-ord Statutory Planning & Regulatory		4/11/2013	
	STP - Senior Statutory Town Planner		4/11/2013	
s. 95(4)	duty to comply with an order or direction			
	SSTP - Co-ord Statutory Planning & Regulatory		4/11/2013	
	STP - Senior Statutory Town Planner		4/11/2013	
s. 96(1)	duty to obtain a permit from the Minister to use and develop its land			
	DDS - Director Development Services		4/11/2013	
s. 96(2)	function of giving consent to other persons to apply to the Minister for a permit to use and develop Council land			
	DDS - Director Development Services		4/11/2013	
s. 96A(2)	power to agree to consider an application for permit concurrently with preparation of proposed amendment			
	DDS - Director Development Services		4/11/2013	
s. 96C	power to give notice to decide not to give notice to publish notice and to exercise any other power under s.96C			
	DDS - Director Development Services		4/11/2013	
s. 96F	duty to consider the panels report under s.96E			
	Not Delegated -		4/11/2013	
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 (contd)			(contd) (Planning Schemes) Act 1996)
	DDS - Director Development Services		4/11/2013	
s. 96H(3)	power to give notice in compliance with Ministers direction			
	SSTP - Co-ord Statutory Planning & Regulatory		4/11/2013	
	STP - Senior Statutory Town Planner		4/11/2013	

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s. 96J	power to issue permit as directed by the Minister			
	DDS - Director Development Services		4/11/2013	
	SSTP - Co-ord Statutory Planning & Regulatory		4/11/2013	
	STP - Senior Statutory Town Planner		4/11/2013	
s. 96K	duty to comply with direction of the Minister to give notice of refusal			
	SSTP - Co-ord Statutory Planning & Regulatory		4/11/2013	
	STP - Senior Statutory Town Planner		4/11/2013	
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			
	DDS - Director Development Services		2/02/2015	
	MRS - Manager Regulatory Services		2/02/2015	
	SSTP - Co-ord Statutory Planning & Regulatory		26/08/2019	
s. 97C	power to request Minister to decide the application			
	DDS - Director Development Services		4/11/2013	
s. 97D(1)	duty to comply with directions of Minister to supply any document or assistance relating to application			
	DDS - Director Development Services		4/11/2013	
	SSTP - Co-ord Statutory Planning & Regulatory		4/11/2013	
	STP - Senior Statutory Town Planner		4/11/2013	
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			
	SSTP - Co-ord Statutory Planning & Regulatory		4/11/2013	
	STP - Senior Statutory Town Planner		4/11/2013	
s. 97G(6)	duty to make a copy of permits issued under section 97F available for inspection			
	SSTP - Co-ord Statutory Planning & Regulatory		4/11/2013	
	STP - Senior Statutory Town Planner		4/11/2013	
s. 97L	duty to include Ministerial decisions in a register kept under section 49			
	SSTP - Co-ord Statutory Planning & Regulatory		4/11/2013	
	STP - Senior Statutory Town Planner		4/11/2013	

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s. 97MI	duty to contribute to the costs of the Planning Application Committee or subcommittee			
	DDS - Director Development Services		7/04/2014	
s. 97P(3)	duty to comply with directions of VCAT following an application for review of a failure or refusal to issue a certificate			
	DDS - Director Development Services		4/11/2013	
	SSTP - Co-ord Statutory Planning & Regulatory		4/11/2013	
	STP - Senior Statutory Town Planner		4/11/2013	
s. 97Q(2)	function of being heard by VCAT at hearing of request for amendment or cancellation of certificate			
	DDS - Director Development Services		4/11/2013	
	SSTP - Co-ord Statutory Planning & Regulatory		4/11/2013	
	STP - Senior Statutory Town Planner		4/11/2013	
s. 97Q(4)	duty to comply with directions of VCAT			
	DDS - Director Development Services		4/11/2013	
	SSTP - Co-ord Statutory Planning & Regulatory		4/11/2013	
	STP - Senior Statutory Town Planner		4/11/2013	
s. 97R	duty to keep register of all applications for certificate of compliance and related decisions			
	SSTP - Co-ord Statutory Planning & Regulatory		4/11/2013	
	STP - Senior Statutory Town Planner		4/11/2013	
s. 98(1)+(2)	function of receiving claim for compensation in certain circumstances			
	DDS - Director Development Services		4/11/2013	REPORTING REQUIREMENTS: Must maintain a register and make this available to Council as required.
s. 98(4)	duty to inform any person of the name of the person from whom compensation can be claimed			
	DDS - Director Development Services		4/11/2013	
	SSTP - Co-ord Statutory Planning & Regulatory		4/11/2013	
	STP - Senior Statutory Town Planner		4/11/2013	

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Provision	Provision Details	Delegate - Initials, Position Name, Current Employee	Last Updated	Further Information
s.101	function of receiving claim for expenses in conjunction with claim			
	DDS - Director Development Services		4/11/2013	
s.103	power to reject a claim for compensation in certain circumstances			
	DDS - Director Development Services		4/11/2013	
s.107(1)	function of receiving claim for compensation			
	DDS - Director Development Services		4/11/2013	
s.107(3)	power to agree to extend time for making claim			
	DDS - Director Development Services		4/11/2013	
s.114(1)	power to apply to the VCAT for an enforcement order			
	DDS - Director Development Services		4/11/2013	
	SSTP - Co-ord Statutory Planning & Regulatory		4/11/2013	
	STP - Senior Statutory Town Planner		4/11/2013	
s.117(1)(a)	function of making a submission to the VCAT where objections are received			
	DDS - Director Development Services		4/11/2013	
	SSTP - Co-ord Statutory Planning & Regulatory		4/11/2013	
	STP - Senior Statutory Town Planner		4/11/2013	
s.120(1)	power to apply for an interim enforcement order where s.114 application has been made			
	DDS - Director Development Services		4/11/2013	
	SSTP - Co-ord Statutory Planning & Regulatory		4/11/2013	
	STP - Senior Statutory Town Planner		4/11/2013	
s.123(1)	power to carry out work required by enforcement order and recover costs			
	DDS - Director Development Services		4/11/2013	
	SSTP - Co-ord Statutory Planning & Regulatory		4/11/2013	
	STP - Senior Statutory Town Planner		4/11/2013	
s.123(2)	power to sell buildings materials etc salvaged in carrying out work under s.123(1)			except Crown Land
	DDS - Director Development Services		4/11/2013	

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Provision	Provision Details	Delegate - Initials, Position Name, Current Employee	Last Updated	Further Information
s.129	function of recovering penalties			
	DDS - Director Development Services		4/11/2013	
s.130(5)	power to allow person served with an infringement notice further time			
	SSTP - Co-ord Statutory Planning & Regulatory		4/11/2013	
	STP - Senior Statutory Town Planner		4/11/2013	
s.149A(1)	power to refer a matter to the VCAT for determination			
	DDS - Director Development Services		4/11/2013	
	SSTP - Co-ord Statutory Planning & Regulatory		4/11/2013	
	STP - Senior Statutory Town Planner		4/11/2013	
s.149A(1A)	power to apply to VCAT for the determination of a matter relating to the interpretation of a S.173 agreement			
	DDS - Director Development Services		2/02/2015	
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 (contd)			(contd) 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) where Council is the relevant planning authority
	DDS - Director Development Services		4/11/2013	
s.171(2)(f)	power to carry out studies and commission reports			
	DDS - Director Development Services		4/11/2013	
s.171(2)(g)	power to grant and reserve easements			
	DDS - Director Development Services		4/11/2013	
s.172C	power to compulsorily acquire any outer public purpose land that is specified in the approved infrastructure contributions plan			where Council is a development agency specified in an approved infrastructure contributions plan
	Not Delegated -		26/08/2019	
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)			where Council is a collecting agency specified in an approved infrastructure contributions plan
	Not Delegated -		26/08/2019	

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Provision	Provision Details	Delegate - Initials, Position Name, Current Employee	Last Updated	Further Information
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)			where Council is the development agency specified in an approved infrastructure contributions plan
	Not Delegated -		26/08/2019	
s.173 Deleg 1	power to decide whether something is to the satisfaction of Council where an agreement made under section 173 of the Planning and Environment Act 1987 requires something to be to the satisfaction of Council or Responsible Authority			
	DDS - Director Development Services		4/11/2013	
s.173 Deleg 2	power to give consent on behalf of Council where an agreement made under section 173 of the Planning and Environment Act 1987 requires that something may not be done without the consent of Council or Responsible Authority			
	DDS - Director Development Services		4/11/2013	
s.173(1)	power to enter into agreement covering matters set out in s.174			
	DDS - Director Development Services		4/11/2013	
s.173(1A)	power to enter into an agreement with an owner of land for the development or provision of land in relation to affordable housing			where Council is the relevant responsible authority (comes in to force 1 June 18)
	CEO - Chief Executive Officer		19/03/2018	
	DDS - Director Development Services		19/03/2018	
s.177(2)	power to end a section 173 agreement with the agreement of all those bound by any covenant in the agreement or otherwise in accordance with Division 2 Part 9			
	DDS - Director Development Services		7/04/2014	
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			
	DDS - Director Development Services		7/04/2014	

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Provision	Provision Details	Delegate - Initials, Position Name, Current Employee	Last Updated	Further Information
s.178A(1)	function of receiving application to amend or end an agreement			
	DDS - Director Development Services		7/04/2014	
s.178A(3)	function of notifying the owner as to whether it agrees in principle to the proposal under s.178A(1)			
	DDS - Director Development Services		7/04/2014	
s.178A(4)	function of notifying the applicant and the owner as to whether it agrees in principle to the proposal			
	DDS - Director Development Services		7/04/2014	
s.178A(5)	power to propose to amend or end an agreement			
	DDS - Director Development Services		7/04/2014	
s.178B(1)	duty to consider certain matters when considering proposal to amend an agreement			
	DDS - Director Development Services		7/04/2014	
s.178B(2)	duty to consider certain matters when considering proposal to end an agreement			
	DDS - Director Development Services		7/04/2014	
s.178E(1)	duty not to make decision until after 14 days after notice has been given			
	DDS - Director Development Services		27/08/2018	
	SSTP - Co-ord Statutory Planning & Regulatory		27/08/2018	
	STP - Senior Statutory Town Planner		27/08/2018	
s.178E(2)(a)	power to amend or end the agreement in accordance with the proposal			if no objections are made under s.178D Must consider matters in s.178B
	DDS - Director Development Services		27/08/2018	
s.178E(2)(b)	power to amend or end the agreement in a manner that is not substantively different from the proposal			if no objections are made under s.178D Must consider matters in s.178B
	DDS - Director Development Services		27/08/2018	

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Provision	Provision Details	Delegate - Initials, Position Name, Current Employee	Last Updated	Further Information
s.178E(2)(c)	power to refuse to amend or end the agreement			if no objections are made under s.178D Must consider matters in s.178B
	Not Delegated -		27/08/2018	
s.178E(3)(a)	power to amend or end the agreement in accordance with the proposal			after considering objections, submissions and matters in s.178B
	DDS - Director Development Services		27/08/2018	
s.178E(3)(b)	power to amend or end the agreement in a manner that is not substantively different from the proposal			after considering objections, submissions and matters in s.178B
	DDS - Director Development Services		27/08/2018	
s.178E(3)(c)	power to amend or end the agreement in a manner that is substantively different from the proposal			after considering objections, submissions and matters in s.178B
	Not Delegated -		27/08/2018	
s.178E(3)(d)	power to refuse to amend or end the agreement			after considering objections, submissions and matters in s.178B
	DDS - Director Development Services		7/04/2014	
s.178F(1)	duty to give notice of its decision under s.178E(3)(a) or (b)			
	DDS - Director Development Services		7/04/2014	
s.178F(2)	duty to give notice of its decision under s.178E(2)(c) or (3)(d)			
	DDS - Director Development Services		7/04/2014	
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			
	DDS - Director Development Services		7/04/2014	

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Provision	Provision Details	Delegate - Initials, Position Name, Current Employee	Last Updated	Further Information
s.178G	duty to sign amended agreement and give copy to each other party to the agreement			
	DDS - Director Development Services		7/04/2014	
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			
	DDS - Director Development Services		7/04/2014	
s.178I(3)	duty to notify, in writing, each party to the agreement of the ending of the agreement relating to Crown land			
	DDS - Director Development Services		7/04/2014	
s.179(2)	duty to make available for inspection copy agreement			
	SSTP - Co-ord Statutory Planning & Regulatory		4/11/2013	
	STP - Senior Statutory Town Planner		4/11/2013	
s.181	duty to apply to the Registrar of Titles for registration of the agreement and to deliver a memorial to Registrar-General			
	SSTP - Co-ord Statutory Planning & Regulatory		4/11/2013	
	STP - Senior Statutory Town Planner		4/11/2013	
s.181(1A)(a)	power to apply to the Registrar of Titles to record the agreement			
	SSTP - Co-ord Statutory Planning & Regulatory		7/04/2014	
	STP - Senior Statutory Town Planner		7/04/2014	
s.181(1A)(b)	duty to apply to the Registrar of Titles, without delay, to record the agreement			
	SSTP - Co-ord Statutory Planning & Regulatory		7/04/2014	
	STP - Senior Statutory Town Planner		7/04/2014	
s.182	power to enforce an agreement			
	DDS - Director Development Services		4/11/2013	
s.183	duty to tell Registrar of Titles of ending-amendment of agreement			
	DDS - Director Development Services		4/11/2013	

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Provision	Provision Details	Delegate - Initials, Position Name, Current Employee	Last Updated	Further Information
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			
	Not Delegated -		7/04/2014	
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			
	Not Delegated -		7/04/2014	
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			
	DDS - Director Development Services		7/04/2014	
s.184F(5)	function of receiving advice from the principal registrar that the agreement may be amended or ended in accordance with Council's decision			
	DDS - Director Development Services		7/04/2014	
	SSTP - Co-ord Statutory Planning & Regulatory		7/04/2014	
	STP - Senior Statutory Town Planner		7/04/2014	
s.184G(2)	duty to comply with a direction of the Tribunal			
	DDS - Director Development Services		7/04/2014	
s.184G(3)	duty to give notice as directed by the Tribunal			
	DDS - Director Development Services		7/04/2014	
s.198(1)	function to receive application for planning certificate			
	SSTP - Co-ord Statutory Planning & Regulatory		4/11/2013	
	STP - Senior Statutory Town Planner		4/11/2013	
s.199(1)	duty to give planning certificate to applicant			
	SSTP - Co-ord Statutory Planning & Regulatory		4/11/2013	
	STP - Senior Statutory Town Planner		4/11/2013	

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Provision	Provision Details	Delegate - Initials, Position Name, Current Employee	Last Updated	Further Information
s.201(1)	function of receiving application for declaration of underlying zoning			
		SSTP - Co-ord Statutory Planning & Regulatory	4/11/2013	
		STP - Senior Statutory Town Planner	4/11/2013	
s.201(3)-1	duty to make declaration			
		SSTP - Co-ord Statutory Planning & Regulatory	4/11/2013	
		STP - Senior Statutory Town Planner	4/11/2013	
s.201(3)-2	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			
		DDS - Director Development Services	4/11/2013	
		SSTP - Co-ord Statutory Planning & Regulatory	27/08/2018	
		STP - Senior Statutory Town Planner	27/08/2018	
s.201(3)-3	power to approve any plan or any amendment to a plan or other document in accordance with a provision of a planning scheme or condition in a permit			
		DDS - Director Development Services	4/11/2013	
		SSTP - Co-ord Statutory Planning & Regulatory	27/08/2018	
		STP - Senior Statutory Town Planner	4/11/2013	
s.201(3)-4	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			
		DDS - Director Development Services	4/11/2013	
		SSTP - Co-ord Statutory Planning & Regulatory	27/08/2018	
		STP - Senior Statutory Town Planner	27/08/2018	
s.201UAB(1)	function of providing the Victorian Planning Authority with information relating to any land within municipal district			
		DDS - Director Development Services	4/11/2013	

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Provision	Provision Details	Delegate - Initials, Position Name, Current Employee	Last Updated	Further Information
s.201UAB(2)	duty to provide the Victorian Planning Authority with information requested under s.201UAB(1) as soon as possible			
	DDS - Director Development Services		4/11/2013	
s.224(8)	duty to provide information requested by Victorian Planning Authority under s.201UAB(1) not yet provided to Growth Area Authority to Victorian Planning Authority			
	DDS - Director Development Services		2/10/2017	
s.970	duty to consider application and issue or refuse to issue certificate of compliance			
	DDS - Director Development Services		4/11/2013	
	SSTP - Co-ord Statutory Planning & Regulatory		4/11/2013	
	STP - Senior Statutory Town Planner		4/11/2013	

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PLANNING AND ENVIRONMENT REGULATIONS 2015

Provision	Provision Details	Delegate - Initials, Position Name, Current Employee	Last Updated	Further Information
r. 2	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			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
		DDS - Director Development Services	7/04/2014	
		SSTP - Co-ord Statutory Planning & Regulatory	7/04/2014	
r. 6	function of receiving notice, under s.19(1)(c) of the Act, from a planning authority of its preparation of an amendment to a planning scheme			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
		DDS - Director Development Services	7/04/2014	
		SSTP - Co-ord Statutory Planning & Regulatory	7/04/2014	
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 (contd)			(contd) information provided under s.54 of the Act
		DDS - Director Development Services	4/11/2013	
		SSTP - Co-ord Statutory Planning & Regulatory	4/11/2013	
		STP - Senior Statutory Town Planner	4/11/2013	
r.25(a)	duty to make copy of matter considered under s.60(1A)(g) available for inspection free of charge			where Council is the responsible authority
		DDS - Director Development Services	3/08/2015	
		SSTP - Co-ord Statutory Planning & Regulatory	3/08/2015	
		STP - Senior Statutory Town Planner	3/08/2015	

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PLANNING AND ENVIRONMENT REGULATIONS 2015

Provision	Provision Details	Delegate - Initials, Position Name, Current Employee	Last Updated	Further Information
r.25(b)	function of receiving a copy of any document considered under s.60(1A)(g) by the responsible authority and duty to make the document available for inspection free of charge			where Council is not the responsible authority but the relevant land is within Council's municipal district
		DDS - Director Development Services	3/08/2015	
		SSTP - Co-ord Statutory Planning & Regulatory	3/08/2015	
		STP - Senior Statutory Town Planner	3/08/2015	
r.42	function of receiving notice under s.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 or a permit application			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
		DDS - Director Development Services	5/09/2016	
		SSTP - Co-ord Statutory Planning & Regulatory	5/09/2016	

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RAIL SAFETY (LOCAL OPERATIONS) ACT 2006

Provision	Provision Details	Delegate - Initials, Position Name, Current Employee	Last Updated	Further Information
s.33	duty to comply with a direction of the Safety Director under s.33			where Council is a utility under section 3
	MI - Manager Engineering Services		26/08/2019	
	MO - Manager Operations		4/11/2013	
s.33A	duty to comply with a direction of the Safety Director to give effect to arrangements under s.33A			duty of Council as a road authority under the Road Management Act 2004
	MI - Manager Engineering Services		26/08/2019	
	MO - Manager Operations		4/11/2013	
s.34	duty to comply with a direction of the Safety Director to alter demolish or take away works carried out contrary to a direction under s.33(1)			where Council is a utility under section 3
	MI - Manager Engineering Services		26/08/2019	
	MO - Manager Operations		4/11/2013	
s.34C(2)	function of entering into safety interface agreements with rail infrastructure manager			where Council is the relevant road manager
	MI - Manager Engineering Services		15/02/2016	
	MO - Manager Operations		4/11/2013	
s.34D(1)	function of working in conjunction with rail infrastructure manager in determining whether risks to safety need to be managed			where Council is the relevant road manager
	MI - Manager Engineering Services		15/02/2016	
	MO - Manager Operations		4/11/2013	
s.34D(2)	function of receiving written notice of opinion			where Council is the relevant road manager
	MI - Manager Engineering Services		15/02/2016	
	MO - Manager Operations		4/11/2013	
s.34D(4)	function of entering into safety interface agreement with infrastructure manager			where Council is the relevant road manager
	DI - Director Infrastructure		15/02/2016	
	MI - Manager Engineering Services		15/02/2016	
	MO - Manager Operations		4/11/2013	

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RAIL SAFETY (LOCAL OPERATIONS) ACT 2006

Provision	Provision Details	Delegate - Initials, Position Name, Current Employee	Last Updated	Further Information
s.34E(1)(a)	duty to identify and assess risks to safety			where Council is the relevant road manager
		DI - Director Infrastructure	15/02/2016	
		MI - Manager Engineering Services	26/08/2019	
		MO - Manager Operations	4/11/2013	
s.34E(1)(b)	duty to determine measures to manage any risks identified and assessed having regard to items set out in s.34E(2)(a)-(c)			where Council is the relevant road manager
		MI - Manager Engineering Services	15/02/2016	
		MO - Manager Operations	4/11/2013	
		MSAM - Manager Strategic Asset Management	27/08/2018	
s.34E(3)	duty to seek to enter into a safety interface agreement with rail infrastructure manager			where Council is the relevant road manager
		MI - Manager Engineering Services	15/02/2016	
		MO - Manager Operations	4/11/2013	
		MSAM - Manager Strategic Asset Management	27/08/2018	
s.34F(1)(a)	duty to identify and assess risks to safety if written notice has been received under section 34D(2)(a)			where Council is the relevant road manager
		MI - Manager Engineering Services	15/02/2016	
		MO - Manager Operations	4/11/2013	
		MSAM - Manager Strategic Asset Management	27/08/2018	
s.34F(1)(b)	duty to determine measures to manage any risks identified and assessed if written notice has been received under section 34D(2)(a)			where Council is the relevant road manager
		MI - Manager Engineering Services	15/02/2016	
		MO - Manager Operations	4/11/2013	
s.34F(2)	duty to seek to enter into a safety interface agreement with rail infrastructure manager			where Council is the relevant road manager
		DI - Director Infrastructure	4/11/2013	
		MI - Manager Engineering Services	26/08/2019	

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RAIL SAFETY (LOCAL OPERATIONS) ACT 2006

Provision	Provision Details	Delegate - Initials, Position Name, Current Employee	Last Updated	Further Information
s.34H	power to identify and assess risks to safety as.34Hsubsections (a)-(c)			where Council is the relevant road manager
		MI - Manager Engineering Services	15/02/2016	
		MO - Manager Operations	4/11/2013	
		MSAM - Manager Strategic Asset Management	27/08/2018	
s.34I	function of entering into safety interface agreements			where Council is the relevant road manager
		DI - Director Infrastructure	4/11/2013	
		MI - Manager Engineering Services	26/08/2019	
s.34J(2)	function of receiving notice from Safety Director			where Council is the relevant road manager
		DI - Director Infrastructure	4/11/2013	
		MI - Manager Engineering Services	26/08/2019	
s.34J(7)	duty to comply with a direction of the Safety Director given under s.34J(5)			where Council is the relevant road manager
		DI - Director Infrastructure	4/11/2013	
		MI - Manager Engineering Services	26/08/2019	
s.34K(2)	duty to maintain a register of items set out in s.34K (a)-(b)			where Council is the relevant road manager
		DI - Director Infrastructure	4/11/2013	
		MI - Manager Engineering Services	26/08/2019	

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RESIDENTIAL TENANCIES (CARAVAN PARKS AND MOVABLE DWELLINGS REGISTRATION AND STANDARDS) REGULATIONS 2010

r. 7	function of entering into a written agreement with a caravan park owner	
	CEH - Co-ordinator Environmental Health	4/11/2013
	EHO2 - Environmental Health Officer	4/11/2013
r.11	function of receiving application for registration	
	CEH - Co-ordinator Environmental Health	4/11/2013
	EHO2 - Environmental Health Officer	4/11/2013
r.13(1)	duty to grant the registration if satisfied that the caravan park complies with these regulations	
	CEH - Co-ordinator Environmental Health	4/11/2013
	EHO2 - Environmental Health Officer	4/11/2013
r.13(2)	duty to renew the registration if satisfied that the caravan park complies with these regulations	
	CEH - Co-ordinator Environmental Health	4/11/2013
	CEH - Co-ordinator Environmental Health	2/02/2015
	DDS - Director Development Services	2/02/2015
	EHO2 - Environmental Health Officer	4/11/2013
r.13(4) & (5)	duty to issue certificate of registration	
	CEH - Co-ordinator Environmental Health	7/04/2014
	EHO2 - Environmental Health Officer	7/04/2014
r.15(1)	function of receiving notice of transfer of ownership	
	CEH - Co-ordinator Environmental Health	4/11/2013
	EHO2 - Environmental Health Officer	4/11/2013
r.15(3)	power to determine where notice of transfer is displayed	
	CEH - Co-ordinator Environmental Health	4/11/2013
	EHO2 - Environmental Health Officer	4/11/2013
r.16(1)	duty to transfer registration to new caravan park owner	
	CEH - Co-ordinator Environmental Health	4/11/2013
	EHO2 - Environmental Health Officer	4/11/2013

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RESIDENTIAL TENANCIES (CARAVAN PARKS AND MOVABLE DWELLINGS REGISTRATION AND STANDARDS) REGULATIONS 2010

r.16(2)	duty to issue a certificate of transfer of registration	
	CEH - Co-ordinator Environmental Health	4/11/2013
	EHO2 - Environmental Health Officer	4/11/2013
r.17(1)	power to determine the fee to accompany applications for registration or applications for renewal of registration	
	CEH - Co-ordinator Environmental Health	4/11/2013
	EHO2 - Environmental Health Officer	4/11/2013
r.18	duty to keep register of caravan parks	
	CEH - Co-ordinator Environmental Health	4/11/2013
	EHO2 - Environmental Health Officer	4/11/2013
r.19(4)	power to determine where the emergency contact persons details are displayed	
	CEH - Co-ordinator Environmental Health	4/11/2013
	EHO2 - Environmental Health Officer	4/11/2013
r.19(6)	power to determine where certain information is displayed	
	CEH - Co-ordinator Environmental Health	4/11/2013
	EHO2 - Environmental Health Officer	4/11/2013
r.22A(1)	duty to notify a caravan park owner of the relevant emergency services agencies for the caravan park, on the request of the caravan park owner	
	CEH - Co-ordinator Environmental Health	7/04/2014
	EHO2 - Environmental Health Officer	7/04/2014
r.22A(2)	duty to consult with relevant emergency services agencies	
	CEH - Co-ordinator Environmental Health	7/04/2014
	EHO2 - Environmental Health Officer	7/04/2014
r.23	power to determine places in which caravan park owner must display a copy of emergency procedures	
	CEH - Co-ordinator Environmental Health	4/11/2013
	EHO2 - Environmental Health Officer	4/11/2013

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RESIDENTIAL TENANCIES (CARAVAN PARKS AND MOVABLE DWELLINGS REGISTRATION AND STANDARDS) REGULATIONS 2010

r.24	power to determine places in which caravan park owner must display copy of public emergency warnings	
	CEH - Co-ordinator Environmental Health	4/11/2013
	EHO2 - Environmental Health Officer	4/11/2013
r.25(3)	duty to consult with relevant floodplain management authority	
	CEH - Co-ordinator Environmental Health	4/11/2013
	EHO2 - Environmental Health Officer	4/11/2013
r.26	duty to have regard to any report of the relevant fire authority	
	CEH - Co-ordinator Environmental Health	4/11/2013
	EHO2 - Environmental Health Officer	4/11/2013
r.28(c)	power to approve system for the collection removal and disposal of sewage and waste water from a movable dwelling	
	CEH - Co-ordinator Environmental Health	4/11/2013
	EHO2 - Environmental Health Officer	4/11/2013
r.39	function of receiving notice of proposed installation of unregistrable movable dwelling or rigid annexe	
	CEH - Co-ordinator Environmental Health	4/11/2013
	EHO2 - Environmental Health Officer	4/11/2013
r.39(b)	power to require notice of proposal to install unregistrable movable dwelling or rigid annexe	
	CEH - Co-ordinator Environmental Health	4/11/2013
	EHO2 - Environmental Health Officer	4/11/2013
r.40(4)	function of receiving installation certificate	
	CEH - Co-ordinator Environmental Health	4/11/2013
	EHO2 - Environmental Health Officer	4/11/2013
r.42	power to approve use of a non-habitable structure as a dwelling or part of a dwelling	
	DDS - Director Development Services	4/11/2013
sch 3 Cl 4(3)	power to approve the removal of wheels and axles from unregistrable movable dwelling	
	MBS - Municipal Building Surveyor	4/11/2013

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RESIDENTIAL TENANCIES ACT 1997

Provision	Provision Details	Delegate - Initials, Position Name, Current Employee	Last Updated	Further Information
s.142D	function of receiving notice regarding an unregistered rooming house			
	CEH - Co-ordinator Environmental Health		4/11/2013	
	EHO2 - Environmental Health Officer		4/11/2013	
s.142G(1)	duty to enter required information in Rooming House Register for each rooming house in municipal district			
	CEH - Co-ordinator Environmental Health		7/04/2014	
	EHO2 - Environmental Health Officer		7/04/2014	
s.142G(2)	power to enter certain information in the Rooming House Register			
	CEH - Co-ordinator Environmental Health		7/04/2014	
	EHO2 - Environmental Health Officer		7/04/2014	
s.142I(2)	power to amend or revoke an entry in the Rooming House Register if necessary to maintain the accuracy of the entry			
	CEH - Co-ordinator Environmental Health		7/04/2014	
	EHO2 - Environmental Health Officer		7/04/2014	
s.252	power to give tenant a notice to vacate rented premises if s.252(1) applies			where Council is the landlord
	CEH - Co-ordinator Environmental Health		4/11/2013	
	EHO2 - Environmental Health Officer		4/11/2013	
s.262(1)	power to give tenant a notice to vacate rented premises			where Council is the landlord
	CEH - Co-ordinator Environmental Health		4/11/2013	
	EHO2 - Environmental Health Officer		4/11/2013	
s.262(3)	power to publish its criteria for eligibility for the provision of housing by Council			
	CEH - Co-ordinator Environmental Health		4/11/2013	
	EHO2 - Environmental Health Officer		4/11/2013	
s.518F	power to issue notice to caravan park regarding emergency management plan if determined that the plan does not comply with the requirements			
	CEH - Co-ordinator Environmental Health		4/11/2013	
	EHO2 - Environmental Health Officer		4/11/2013	

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RESIDENTIAL TENANCIES ACT 1997

Provision	Provision Details	Delegate - Initials, Position Name, Current Employee	Last Updated	Further Information
s.522(1)	power to give a compliance notice to a person			
	CEH - Co-ordinator Environmental Health		4/11/2013	
	EHO2 - Environmental Health Officer		4/11/2013	
s.525(2)	power to authorise an officer to exercise powers in s.526 (either generally or in a particular case)			
	DCW - Director Community Wellbeing		4/11/2013	
s.525(4)	duty to issue identity card to authorised officers			
	MOD - Human Resources Lead		4/11/2013	
s.526(5)	duty to keep record of entry by authorised officer under s.526			
	DCW - Director Community Wellbeing		4/11/2013	
s.526A(3)	function of receiving report of inspection			
	DCW - Director Community Wellbeing		4/11/2013	
s.527	power to authorise a person to institute proceedings (either generally or in a particular case)			
	DCW - Director Community Wellbeing		4/11/2013	

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ROAD MANAGEMENT (GENERAL) REGULATIONS 2016

Provision	Provision Details	Delegate - Initials, Position Name, Current Employee	Last Updated	Further Information
r. 8(1)	duty to conduct reviews of road management plan			
	DI - Director Infrastructure		15/02/2016	
	MSAM - Manager Strategic Asset Management		27/08/2018	
r. 9(2)	duty to produce written report of review of road management plan and make report available			
	DI - Director Infrastructure		15/02/2016	
	MSAM - Manager Strategic Asset Management		27/08/2018	
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)			where Council is the coordinating road authority
	DI - Director Infrastructure		5/09/2016	
	MSAM - Manager Strategic Asset Management		27/08/2018	
r. 10	duty to give notice of amendment which relates to standard of construction inspection maintenance or repair under s.41 of the Act.			
	MI - Manager Engineering Services		4/11/2013	
	MSAM - Manager Strategic Asset Management		27/08/2018	
r. 13(1)	Duty to publish notice of amendments to road management plan			where Council is the coordinating road authority
	DI - Director Infrastructure		5/09/2016	
	MSAM - Manager Strategic Asset Management		27/08/2018	
r. 13(3)	duty to record on road management plan the substance and date of effect of amendment			
	DI - Director Infrastructure		15/02/2016	
	MSAM - Manager Strategic Asset Management		27/08/2018	
r. 16(3)	power to issue permit			where Council is the coordinating road authority
	DI - Director Infrastructure		4/11/2013	
	MI - Manager Engineering Services		27/08/2018	
	MO - Manager Operations		27/08/2018	

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ROAD MANAGEMENT (GENERAL) REGULATIONS 2016

Provision	Provision Details	Delegate - Initials, Position Name, Current Employee	Last Updated	Further Information
r. 18(1)	power to give written consent re damage to road			where Council is the coordinating road authority
		DI - Director Infrastructure	4/11/2013	
		MI - Manager Engineering Services	27/08/2018	
		MO - Manager Operations	27/08/2018	
	MSAM - Manager Strategic Asset Management	27/08/2018		
r. 23(2)	power to make submission to Tribunal			where Council is the coordinating road authority
		DI - Director Infrastructure	4/11/2013	
r. 23(4)	power to charge a fee for application under s.66(1) Road Management Act			where Council is the coordinating road authority
		DI - Director Infrastructure	5/09/2016	
r. 25(1)	power to remove objects refuse rubbish or other material deposited or left on road			where Council is the responsible road authority
		MI - Manager Engineering Services	27/08/2018	
		MO - Manager Operations	4/11/2013	
r. 25(2)	power to sell or dispose of things removed from road or part of road (after first complying with regulation 25(3))			where Council is the responsible road authority
		DI - Director Infrastructure	4/11/2013	
r. 25(5)	power to recover in the Magistrates Court expenses from person responsible			
		DI - Director Infrastructure	4/11/2013	

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ROAD MANAGEMENT (WORKS AND INFRASTRUCTURE) REGULATIONS 2015

Provision	Provision Details	Delegate - Initials, Position Name, Current Employee	Last Updated	Further Information
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			where council is the coordinating road authority and where consent given under s.63(1) of the Act
		DI - Director Infrastructure	15/02/2016	
r. 22(2)	power to waive whole or part of fee in certain circumstances			where council is the coordinating road authority
		DI - Director Infrastructure	15/02/2016	

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ROAD MANAGEMENT ACT 2004

Provision	Provision Details	Delegate - Initials, Position Name, Current Employee	Last Updated	Further Information
s. 11(1)	power to declare a road by publishing a notice in the Government Gazette			obtain consent in circumstances specified in s.11(2)
	DI - Director Infrastructure		4/11/2013	
s. 11(10)	duty to inform Secretary to Department of Environment, Land, Water and Planning of declaration etc.			clause subject to s.11(10A)
	AME - Co-ordinator Assets		26/08/2019	
	MI - Manager Engineering Services		26/08/2019	
s. 11(10A)	duty to inform Secretary to Department of Environment, Land, Water and Planning or nominated person			where Council is the coordinating road authority
	DI - Director Infrastructure		4/11/2013	
s. 11(8)	power to name a road or change the name of a road by publishing notice in Government Gazette			
	CEO - Chief Executive Officer		4/11/2013	
s. 11(9)(b)	duty to advise Registrar			
	AME - Co-ordinator Assets		26/08/2019	
	MI - Manager Engineering Services		26/08/2019	
s. 12(10)	duty to notify of decision made			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
	DI - Director Infrastructure		4/11/2013	
s. 12(2)	power to discontinue road or part of a road			were Council is the coordinating road authority
	Not Delegated -		26/08/2019	
s. 12(4)	power to publish and provide copy notice of proposed discontinuance			power of coordinating road authority where it is the discontinuing body, unless s.12(11) applies
	DI - Director Infrastructure		4/11/2013	
s. 12(5)	duty to consider written submissions received within 28 days of notice			duty of coordinating road authority where it is the discontinuing body, unless s.12(11) applies
	DI - Director Infrastructure		4/11/2013	
s. 12(6)	function of hearing a person in support of their written submission			function of coordinating road authority where it is the discontinuing body, unless s.12(11) applies
	DI - Director Infrastructure		4/11/2013	

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Provision	Provision Details	Delegate - Initials, Position Name, Current Employee	Last Updated	Further Information
s. 12(7)	duty to fix day time and place of meeting under subsection (6) and to give notice			duty of coordinating road authority where it is the discontinuing body, unless s.12(11) applies
		DI - Director Infrastructure	4/11/2013	
s. 13(1)	power to fix the boundary of a road by publishing notice in Government Gazette			power of coordinating road authority and obtain consent under s.13(3) and s.13(4) as appropriate
		Not Delegated -	26/08/2019	
s. 14(4)	function of receiving notice from VicRoads			
		DI - Director Infrastructure	4/11/2013	
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			
		DI - Director Infrastructure	4/11/2013	
s. 15(1A)	power to enter into arrangement with a utility to transfer a road management function of the utility to the road authority			
		DI - Director Infrastructure	4/11/2013	
s. 15(2)	duty to include details of arrangement in public roads register			
		DI - Director Infrastructure	4/11/2013	
s. 16(7)	power to enter into an arrangement under s.15			
		DI - Director Infrastructure	4/11/2013	
s. 16(8)	duty to enter details of determination in public roads register			
		DI - Director Infrastructure	4/11/2013	
s. 17(2)	duty to register public road in public roads register			where Council is the coordinating road authority
		DI - Director Infrastructure	4/11/2013	
s. 17(3)	duty to register a road reasonably required for general public use in public roads register			where Council is the coordinating road authority
		DI - Director Infrastructure	4/11/2013	
		DI - Director Infrastructure	4/11/2013	
		MSAM - Manager Strategic Asset Management	27/08/2018	

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ROAD MANAGEMENT ACT 2004

Provision	Provision Details	Delegate - Initials, Position Name, Current Employee	Last Updated	Further Information
s. 17(4)	duty to remove road no longer reasonably required for general public use from public roads register			where Council is the coordinating road authority
	DI - Director Infrastructure		4/11/2013	
	Not Delegated -		26/08/2019	
s. 18(1)	power to designate ancillary area			where Council is the coordinating road authority, and obtain consent in circumstances specified in s.18(2)
	DI - Director Infrastructure		4/11/2013	
s. 18(3)	duty to record designation in public roads register			where Council is the coordinating road authority
	DI - Director Infrastructure		4/11/2013	
s. 19(1)	duty to keep register of public roads in respect of which it is the coordinating road authority			
	DI - Director Infrastructure		4/11/2013	
s. 19(4)	duty to specify details of discontinuance in public roads register			
	DI - Director Infrastructure		4/11/2013	
s. 19(5)	duty to ensure public roads register is available for public inspection			
	DI - Director Infrastructure		4/11/2013	
s. 21	function of replying to request for information or advice			obtain consent in circumstances specified in section 11(2)
	DI - Director Infrastructure		4/11/2013	
s. 22(2)	function of commenting on proposed direction			
	DI - Director Infrastructure		4/11/2013	
s. 22(4)	duty to publish a copy or summary of any direction made under s.22 by the Minister in its annual report.			
	DI - Director Infrastructure		4/11/2013	
s. 22(5)	duty to give effect to a direction under s.22.			
	DI - Director Infrastructure		4/11/2013	
s. 40(1)	duty to inspect maintain and repair a public road.			
	DI - Director Infrastructure		15/02/2016	
	MO - Manager Operations		4/11/2013	
	MSAM - Manager Strategic Asset Management		27/08/2018	

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ROAD MANAGEMENT ACT 2004

Provision	Provision Details	Delegate - Initials, Position Name, Current Employee	Last Updated	Further Information
s. 40(5)	power to inspect maintain and repair a road which is not a public road			
		DI - Director Infrastructure	15/02/2016	
		MI - Manager Engineering Services	15/02/2016	
		MO - Manager Operations	4/11/2013	
	MSAM - Manager Strategic Asset Management	27/08/2018		
s. 41(1)	power to determine the standard of construction inspection maintenance and repair			
		DI - Director Infrastructure	4/11/2013	
s. 42(1)	power to declare a public road as a controlled access road			power of coordinating road authority and sch 2 also applies
		DI - Director Infrastructure	4/11/2013	
s. 42(2)	power to amend or revoke declaration by notice published in Government Gazette			power of coordinating road authority and sch 2 also applies
		DI - Director Infrastructure	4/11/2013	
s. 42A(3)	duty to consult with VicRoads before road is specified			where Council is the coordinating road authority, if road is a municipal road or part thereof
		DI - Director Infrastructure	4/11/2013	
s. 42A(4)	power to approve Ministers decision to specify a road as a specified freight road			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
		DI - Director Infrastructure	4/11/2013	
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)			where Council is the responsible road authority, infrastructure manager or works manager
		MO - Manager Operations	4/11/2013	
s. 48M(3)	function of consulting with the relevant authority for purposes of developing guidelines under s.48M			
		DI - Director Infrastructure	15/02/2016	
		MI - Manager Engineering Services	4/11/2013	
		MSAM - Manager Strategic Asset Management	27/08/2018	

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ROAD MANAGEMENT ACT 2004

Provision	Provision Details	Delegate - Initials, Position Name, Current Employee	Last Updated	Further Information
s. 49	power to develop and publish a road management plan			
	DI - Director Infrastructure		4/11/2013	
s. 51	power to determine standards by incorporating the standards in a road management plan			
	DI - Director Infrastructure		4/11/2013	
s. 53(2)	power to cause notice to be published in Government Gazette of amendment etc of document in road management plan			
	DI - Director Infrastructure		15/02/2016	
	MSAM - Manager Strategic Asset Management		27/08/2018	
s. 54(2)	duty to give notice of proposal to make a road management plan			
	DI - Director Infrastructure		15/02/2016	
	MSAM - Manager Strategic Asset Management		27/08/2018	
s. 54(5)	duty to conduct a review of road management plan at prescribed intervals			
	DI - Director Infrastructure		15/02/2016	
	MSAM - Manager Strategic Asset Management		27/08/2018	
s. 54(6)	power to amend road management plan			
	DI - Director Infrastructure		4/11/2013	
	MSAM - Manager Strategic Asset Management		27/08/2018	
s. 54(7)	duty to incorporate the amendments into the road management plan			
	DI - Director Infrastructure		15/02/2016	
	MSAM - Manager Strategic Asset Management		27/08/2018	
s. 55(1)	duty to cause notice of road management plan to be published in Government Gazette and newspaper			
	DI - Director Infrastructure		15/02/2016	
	MSAM - Manager Strategic Asset Management		27/08/2018	
s. 63(1)	power to consent to conduct of works on road			where Council is the coordinating road authority
	DI - Director Infrastructure		15/02/2016	
	MI - Manager Engineering Services		4/11/2013	
	MO - Manager Operations		27/08/2018	

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Provision	Provision Details	Delegate - Initials, Position Name, Current Employee	Last Updated	Further Information
s. 63(2)(e)	power to conduct or to authorise the conduct of works in on under or over a road in an emergency			where Council is the infrastructure manager
	DI - Director Infrastructure		4/11/2013	
	MO - Manager Operations		26/08/2019	
s. 64(1)	duty to comply with cl 13 of Sch 7			where Council is the infrastructure manager or works manager
	DI - Director Infrastructure		15/02/2016	
	MI - Manager Engineering Services		4/11/2013	
	MO - Manager Operations		4/11/2013	
s. 66(1)	power to consent to structure etc			where Council is the coordinating road authority
	DI - Director Infrastructure		15/02/2016	
	MI - Manager Engineering Services		4/11/2013	
	MSAM - Manager Strategic Asset Management		27/08/2018	
s. 67(2)	function of receiving the name + address of the person responsible for distributing the sign or bill			where Council is the coordinating road authority
	DI - Director Infrastructure		15/02/2016	
	MI - Manager Engineering Services		4/11/2013	
	MO - Manager Operations		27/08/2018	
s. 67(3)	power to request information			where Council is the coordinating road authority
	DI - Director Infrastructure		15/02/2016	
	MI - Manager Engineering Services		4/11/2013	
	MO - Manager Operations		27/08/2018	
s. 68(2)	power to request information			where Council is the coordinating road authority
	DI - Director Infrastructure		15/02/2016	
	MI - Manager Engineering Services		4/11/2013	
	MO - Manager Operations		27/08/2018	
s. 71(3)	power to appoint an authorised officer			
	DI - Director Infrastructure		4/11/2013	

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ROAD MANAGEMENT ACT 2004

Provision	Provision Details	Delegate - Initials, Position Name, Current Employee	Last Updated	Further Information
s. 72	duty to issue an identity card to each authorised officer			
	DI - Director Infrastructure		4/11/2013	
s. 85	function of receiving report from authorised officer			
	DI - Director Infrastructure		4/11/2013	
s. 86	duty to keep register re s.85 matters			
	DI - Director Infrastructure		4/11/2013	
s. 87(1)	function of receiving complaints			
	DI - Director Infrastructure		4/11/2013	
s. 87(2)	duty to investigate complaint and provide report			
	DI - Director Infrastructure		4/11/2013	
s.112(2)	power to recover damages in court			
	DI - Director Infrastructure		4/11/2013	
s.116	power to cause or carry out inspection			
	CRHR - Business Partner, Risk & HR		4/11/2013	
	DI - Director Infrastructure		27/08/2018	
	MI - Manager Engineering Services		27/08/2018	
	MO - Manager Operations		27/08/2018	
	MSAM - Manager Strategic Asset Management		27/08/2018	
s.119(2)	function of consulting with VicRoads			
	DI - Director Infrastructure		4/11/2013	
	MI - Manager Engineering Services		26/08/2019	
s.120(1)	power to exercise road management functions on an arterial road (with the consent of VicRoads)			
	DI - Director Infrastructure		4/11/2013	
s.120(2)	duty to seek consent of VicRoads to exercise road management functions before exercising power in s.120(1)			
	DI - Director Infrastructure		4/11/2013	
s.121(1)	power to enter into an agreement in respect of works			
	DI - Director Infrastructure		4/11/2013	

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Provision	Provision Details	Delegate - Initials, Position Name, Current Employee	Last Updated	Further Information
s.122(1)	power to charge and recover fees			
	DI - Director Infrastructure		4/11/2013	
s.123(1)	power to charge for any service			
	DI - Director Infrastructure		4/11/2013	
sch 2 Cl 2(1)	power to make a decision in respect of controlled access roads			
	DI - Director Infrastructure		4/11/2013	
sch 2 Cl 3(1)	duty to make policy about controlled access roads			
	DI - Director Infrastructure		4/11/2013	
sch 2 Cl 3(2)	power to amend revoke or substitute policy about controlled access roads			
	DI - Director Infrastructure		4/11/2013	
sch 2 Cl 4	function of receiving details of proposal from VicRoads and power to make a submission			
	DI - Director Infrastructure		4/11/2013	
sch 2 Cl 5	duty to publish notice of declaration			
	DI - Director Infrastructure		4/11/2013	
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			where Council is the infrastructure manager or works manager
	DI - Director Infrastructure		4/11/2013	
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			where Council is the infrastructure manager or works manager
	DI - Director Infrastructure		4/11/2013	

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ROAD MANAGEMENT ACT 2004

Provision	Provision Details	Delegate - Initials, Position Name, Current Employee	Last Updated	Further Information
sch 7 Cl 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 (contd)			(contd) technical advice or assistance in conduct of works
				where Council is the infrastructure manager or works manager responsible for non-road infrastructure
		DI - Director Infrastructure	15/02/2015	
		MI - Manager Engineering Services	4/11/2013	
		MO - Manager Operations	4/11/2013	
		MSAM - Manager Strategic Asset Management	27/08/2018	
sch 7 Cl 9(2)	duty to give information to another infrastructure manager or works manager where becomes aware any infrastructure or works are not in the location shown on records appear to be in an unsafe condition or appear to need maintenance			where Council is the infrastructure manager or works manager
		DI - Director Infrastructure	15/02/2016	
		MI - Manager Engineering Services	4/11/2013	
		MO - Manager Operations	4/11/2013	
		MSAM - Manager Strategic Asset Management	27/08/2018	
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			where Council is the infrastructure manager or works manager
		DI - Director Infrastructure	15/02/2016	
		MI - Manager Engineering Services	4/11/2013	
		MO - Manager Operations	4/11/2013	
		MSAM - Manager Strategic Asset Management	27/08/2018	

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Provision	Provision Details	Delegate - Initials, Position Name, Current Employee	Last Updated	Further Information
sch 7 Cl 12(2)	power to direct infrastructure manager or works manager to conduct reinstatement works			where Council is the coordinating road authority
		DI - Director Infrastructure	15/02/2016	
		MI - Manager Engineering Services	4/11/2013	
		MO - Manager Operations	4/11/2013	
		MSAM - Manager Strategic Asset Management	27/08/2018	
sch 7 Cl 12(3)	power to take measures to ensure reinstatement works are completed			where Council is the coordinating road authority
		DI - Director Infrastructure	15/02/2016	
		MI - Manager Engineering Services	4/11/2013	
		MO - Manager Operations	4/11/2013	
		MSAM - Manager Strategic Asset Management	27/08/2018	
sch 7 Cl 12(4)	duty to ensure that works are conducted by an appropriately qualified person			where Council is the coordinating road authority
		DI - Director Infrastructure	15/02/2016	
		MI - Manager Engineering Services	4/11/2013	
		MO - Manager Operations	4/11/2013	
		MSAM - Manager Strategic Asset Management	27/08/2018	
sch 7 Cl 12(5)	power to recover costs			where Council is the coordinating road authority
		DI - Director Infrastructure	15/02/2016	
		MI - Manager Engineering Services	4/11/2013	
		MO - Manager Operations	4/11/2013	
		MSAM - Manager Strategic Asset Management	27/08/2018	
sch 7 Cl 13(1) cl 13(2)	duty to notify relevant coordinating road authority within 7 days that works have been completed subject to sch 7			where Council is the works manager
		DI - Director Infrastructure	15/02/2016	
		MI - Manager Engineering Services	4/11/2013	
		MO - Manager Operations	4/11/2013	

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Provision	Provision Details	Delegate - Initials, Position Name, Current Employee	Last Updated	Further Information
sch 7 Cl 13(2)	power to vary notice period			where Council is the coordinating road authority
		DI - Director Infrastructure	15/02/2016	
		MI - Manager Engineering Services	4/11/2013	
		MO - Manager Operations	4/11/2013	
		MSAM - Manager Strategic Asset Management	27/08/2018	
sch 7 Cl 13(3)	duty to ensure works manager has complied with obligation to give notice under sch 7 cl 13(1)			where Council is the infrastructure manager
		DI - Director Infrastructure	15/02/2016	
		MI - Manager Engineering Services	4/11/2013	
		MO - Manager Operations	4/11/2013	
		MSAM - Manager Strategic Asset Management	27/08/2018	
sch 7 Cl 16(1)	power to consent to proposed works			where Council is the coordinating road authority
		DI - Director Infrastructure	15/02/2016	
		MI - Manager Engineering Services	4/11/2013	
		MO - Manager Operations	4/11/2013	
		MSAM - Manager Strategic Asset Management	27/08/2018	
sch 7 Cl 16(4)	duty to consult			where Council is the coordinating road authority, responsible authority or infrastructure manager
		DI - Director Infrastructure	15/02/2016	
		MI - Manager Engineering Services	4/11/2013	
		MO - Manager Operations	4/11/2013	
		MSAM - Manager Strategic Asset Management	27/08/2018	
sch 7 Cl 16(5)	power to consent to proposed works			where Council is the coordinating road authority
		DI - Director Infrastructure	15/02/2016	
		MI - Manager Engineering Services	4/11/2013	
		MO - Manager Operations	4/11/2013	
		MSAM - Manager Strategic Asset Management	27/08/2018	

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ROAD MANAGEMENT ACT 2004

Provision	Provision Details	Delegate - Initials, Position Name, Current Employee	Last Updated	Further Information
sch 7 Cl 16(6)	power to set reasonable conditions on consent			where Council is the coordinating road authority
		DI - Director Infrastructure	15/02/2016	
		MI - Manager Engineering Services	4/11/2013	
		MO - Manager Operations	4/11/2013	
		MSAM - Manager Strategic Asset Management	27/08/2018	
sch 7 Cl 16(8)	power to include consents and conditions			where Council is the coordinating road authority
		DI - Director Infrastructure	15/02/2016	
		MI - Manager Engineering Services	4/11/2013	
		MO - Manager Operations	4/11/2013	
		MSAM - Manager Strategic Asset Management	27/08/2018	
sch 7 Cl 17(2)	power to refuse to give consent and duty to give reasons for refusal			where Council is the coordinating road authority
		DI - Director Infrastructure	15/02/2016	
		MI - Manager Engineering Services	4/11/2013	
		MO - Manager Operations	4/11/2013	
		MSAM - Manager Strategic Asset Management	27/08/2018	
sch 7 Cl 18(1)	power to enter into an agreement			where Council is the coordinating road authority
		DI - Director Infrastructure	15/02/2016	
		MI - Manager Engineering Services	4/11/2013	
		MO - Manager Operations	4/11/2013	
		MSAM - Manager Strategic Asset Management	27/08/2018	
sch 7 Cl 19(1)	power to give notice requiring rectification of works			where Council is the coordinating road authority
		DI - Director Infrastructure	15/02/2016	
		MI - Manager Engineering Services	4/11/2013	
		MO - Manager Operations	4/11/2013	
		MSAM - Manager Strategic Asset Management	27/08/2018	

S.6 - Instrument of Delegation - To Staff - for adoption by Council 26 August 2019

ROAD MANAGEMENT ACT 2004

Provision	Provision Details	Delegate - Initials, Position Name, Current Employee	Last Updated	Further Information
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			where Council is the coordinating road authority
	DI - Director Infrastructure		15/02/2016	
	MI - Manager Engineering Services		4/11/2013	
	MO - Manager Operations		4/11/2013	
	MSAM - Manager Strategic Asset Management		27/08/2018	
sch 7 Cl 20(1)	power to require removal relocation replacement or upgrade of existing non-road infrastructure			where Council is the coordinating road authority
	DI - Director Infrastructure		15/02/2016	
	MI - Manager Engineering Services		4/11/2013	
	MO - Manager Operations		4/11/2013	
	MSAM - Manager Strategic Asset Management		27/08/2018	
sch 7A Cl 3(1)(d)	duty to pay installation and operation costs of street lighting - where road is not an arterial road			where Council is the responsible road authority
	DI - Director Infrastructure		4/11/2013	
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			where Council is the responsible road authority
	DI - Director Infrastructure		4/11/2013	
sch 7A Cl 2	power to cause street lights to be installed on roads			power of responsible road authority where it is the coordinating road authority or responsible road authority in respect of the road
	DI - Director Infrastructure		4/11/2013	
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			duty of Council as responsible road authority that installed the light (re: installation costs) and where council is relevant municipal council (re: operating costs)
	DI - Director Infrastructure		4/11/2013	

S.6 - Instrument of Delegation - To Staff - Recent Changes (26 Aug 19)

CEMETERIES AND CREMATORIA ACT 2003

Provision	Provision Details	Delegate - Initials, Position Name, Current Employee	Last Updated	Further Information
s. 12(2)	duty to have regard to the matters set out in paragraphs (a)-(c) in exercising its functions			where Council is a Class B cemetery trust
		CISS - Co-ordinator Civil Works	26/08/2019	

S.6 - Instrument of Delegation - To Staff - Recent Changes (26 Aug 19)

HERITAGE ACT 2017

Provision	Provision Details	Delegate - Initials, Position Name, Current Employee	Last Updated	Further Information
s.116	power to sub-delegate Executive Director's functions, duties or powers	SSTP - Co-ord Statutory Planning & Regulatory	26/08/2019	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

S.6 - Instrument of Delegation - To Staff - Recent Changes (26 Aug 19)

LOCAL GOVERNMENT ACT 1989

Provision	Provision Details	Delegate - Initials, Position Name, Current Employee	Last Updated	Further Information
s.185L(4)	Power to declare and levy a cladding rectification charge DCORPS - Director Corporate Services		26/08/2019	

S.6 - Instrument of Delegation - To Staff - Recent Changes (26 Aug 19)

PLANNING AND ENVIRONMENT ACT 1987

Provision	Provision Details	Delegate - Initials, Position Name, Current Employee	Last Updated	Further Information
-	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			
	SSTP - Co-ord Statutory Planning & Regulatory		26/08/2019	
s. 21A(4)	duty to publish notice in accordance with section			
	SSTP - Co-ord Statutory Planning & Regulatory		26/08/2019	
s. 62(1)	duty to include certain conditions in deciding to grant a permit			
	SSTP - Co-ord Statutory Planning & Regulatory		26/08/2019	
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			
	SSTP - Co-ord Statutory Planning & Regulatory		26/08/2019	
s.172C	power to compulsorily acquire any outer public purpose land that is specified in the approved infrastructure contributions plan			where Council is a development agency specified in an approved infrastructure contributions plan
	Not Delegated -		26/08/2019	
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)			where Council is a collecting agency specified in an approved infrastructure contributions plan
	Not Delegated -		26/08/2019	
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)			where Council is the development agency specified in an approved infrastructure contributions plan
	Not Delegated -		26/08/2019	

S.6 - Instrument of Delegation - To Staff - Recent Changes (26 Aug 19)

RAIL SAFETY (LOCAL OPERATIONS) ACT 2006

Provision	Provision Details	Delegate - Initials, Position Name, Current Employee	Last Updated	Further Information
s.33	duty to comply with a direction of the Safety Director under s.33			where Council is a utility under section 3
	MI - Manager Engineering Services		26/08/2019	
s.33A	duty to comply with a direction of the Safety Director to give effect to arrangements under s.33A			duty of Council as a road authority under the Road Management Act 2004
	MI - Manager Engineering Services		26/08/2019	
s.34	duty to comply with a direction of the Safety Director to alter demolish or take away works carried out contrary to a direction under s.33(1)			where Council is a utility under section 3
	MI - Manager Engineering Services		26/08/2019	
s.34E(1)(a)	duty to identify and assess risks to safety			where Council is the relevant road manager
	MI - Manager Engineering Services		26/08/2019	
s.34F(2)	duty to seek to enter into a safety interface agreement with rail infrastructure manager			where Council is the relevant road manager
	MI - Manager Engineering Services		26/08/2019	
s.34I	function of entering into safety interface agreements			where Council is the relevant road manager
	MI - Manager Engineering Services		26/08/2019	
s.34J(2)	function of receiving notice from Safety Director			where Council is the relevant road manager
	MI - Manager Engineering Services		26/08/2019	
s.34J(7)	duty to comply with a direction of the Safety Director given under s.34J(5)			where Council is the relevant road manager
	MI - Manager Engineering Services		26/08/2019	
s.34K(2)	duty to maintain a register of items set out in s.34K (a)-(b)			where Council is the relevant road manager
	MI - Manager Engineering Services		26/08/2019	

S.6 - Instrument of Delegation - To Staff - Recent Changes (26 Aug 19)

ROAD MANAGEMENT ACT 2004

Provision	Provision Details	Delegate - Initials, Position Name, Current Employee	Last Updated	Further Information
s. 11(10)	duty to inform Secretary to Department of Environment, Land, Water and Planning of declaration etc.			clause subject to s.11(10A)
	AME - Co-ordinator Assets		26/08/2019	
	MI - Manager Engineering Services		26/08/2019	
s. 11(9)(b)	duty to advise Registrar			
	AME - Co-ordinator Assets		26/08/2019	
	MI - Manager Engineering Services		26/08/2019	
s. 12(2)	power to discontinue road or part of a road			were Council is the coordinating road authority
	Not Delegated -		26/08/2019	
s. 13(1)	power to fix the boundary of a road by publishing notice in Government Gazette			power of coordinating road authority and obtain consent under s.13(3) and s.13(4) as appropriate
	Not Delegated -		26/08/2019	
s. 17(4)	power to decide that a road is no longer reasonably required for general public use			where Council is the coordinating road authority
	Not Delegated -		26/08/2019	
s. 63(2)(e)	power to conduct or to authorise the conduct of works in on under or over a road in an emergency			where Council is the infrastructure manager
	MO - Manager Operations		26/08/2019	
s.119(2)	function of consulting with VicRoads			
	MI - Manager Engineering Services		26/08/2019	

2019 Local Government Community Satisfaction Survey

Horsham Rural City Council

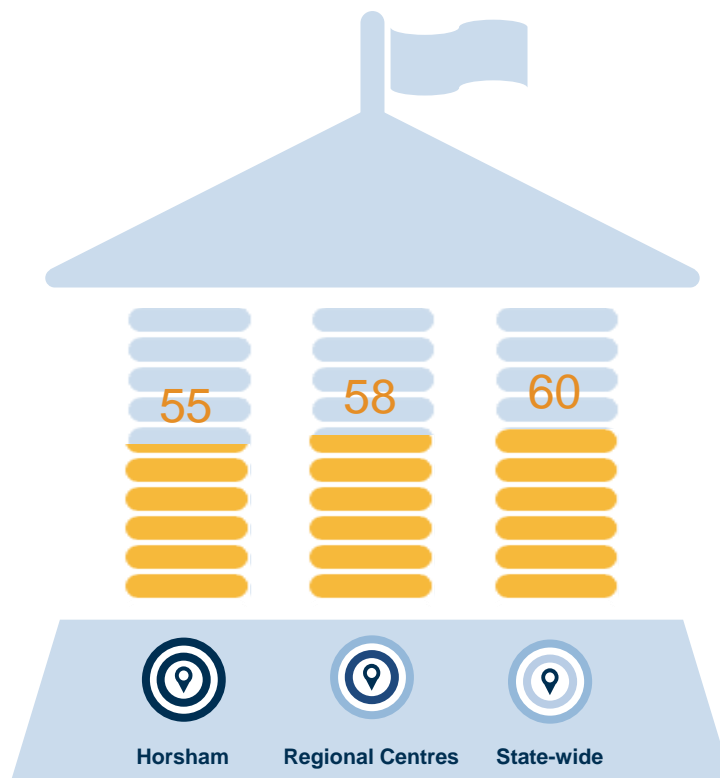
Coordinated by the Department of
Environment, Land, Water and Planning
on behalf of Victorian councils



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Horsham Rural City Council – at a glance



Overall Council performance

Results shown are index scores out of 100.

Background and objectives

Background and objectives

The Victorian Community Satisfaction Survey (CSS) creates a vital interface between the council and their community.

Held annually, the CSS asks the opinions of local people about the place they live, work and play and provides confidence for councils in their efforts and abilities.

Now in its twentieth year, this survey provides insight into the community's views on:

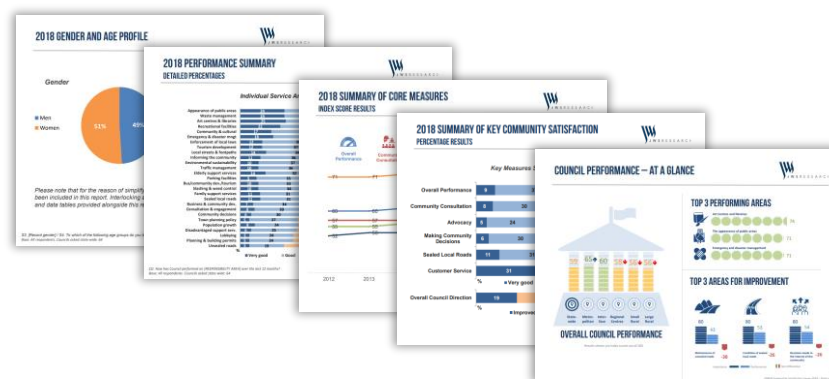
- councils' overall performance with benchmarking against State-wide and council group results
- community consultation and engagement
- advocacy and lobbying on behalf of the community
- customer service, local infrastructure, facilities and
- overall council direction.

When coupled with previous data, the survey provides a reliable historical source of the community's views since 1998. A selection of results from the last seven years shows that councils in Victoria continue to provide services that meet the public's expectations.

Serving Victoria for 20 years

Each year the CSS data is used to develop the State-wide report which contains all of the aggregated results, analysis and data. Moreover, with 20 years of results, the CSS offers councils a long-term, consistent measure of how they are performing – essential for councils that work over the long term to provide valuable services and infrastructure to their communities.

Participation in the State-wide Local Government Community Satisfaction Survey is optional. Participating councils have various choices as to the content of the questionnaire and the sample size to be surveyed, depending on their individual strategic, financial and other considerations.



A large, stylized graphic of the letters 'N' and 'W' in a dark blue color. The letters are filled with a satellite-style image of a coastline, likely the West Coast of North America, overlaid with a glowing network of white lines and nodes, suggesting a data or infrastructure network. The background is white.

Key findings and recommendations

Overall performance

The overall performance index score of 55 for Horsham Rural City Council is in line with the 2018 result, having increased by just one index point in the past year. Although this is not a significant improvement, it halts the trend after declining across 2016 to 2018.

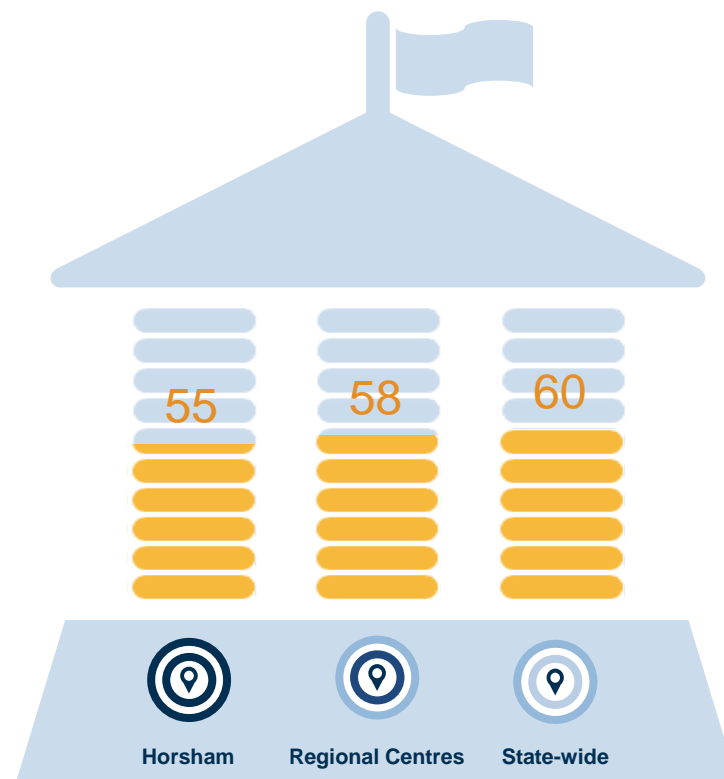
- Overall performance is ten points down on Council’s peak result of 65 achieved in 2014.

Horsham Rural City Council’s overall performance is rated statistically significantly lower (at the 95% confidence interval) than the average rating for councils State-wide and in the Regional Centres group (index scores of 60 and 58 respectively).

- Residents of the ‘Rural Area’ rate overall performance (index score of 46) significantly lower than the council average, and 12 index points lower than residents of the ‘Horsham Area’ (index score of 58).
- In addition, women rate overall performance (index score of 60) highest and significantly higher than the council average, while men (index score of 49) rate it significantly lower than the council average.

Just over two times as many residents rate Horsham Rural City Council’s overall performance as ‘very good’ or ‘good’ (39%) as those who rate it as ‘very poor’ or ‘poor’ (18%). A further 40% sit mid-scale, rating Council’s overall performance as ‘average’.

Overall Council performance



Results shown are index scores out of 100.



Customer contact and service

Contact with council

Around three in five (58%) Horsham Rural City Council residents have had recent contact with Council. This is not significantly different to 2018 (55%), though it does represent Council's highest level of contact over the course of tracking.

- Residents aged 50 to 64 years had the most contact with council (67%) in 2019.
- Conversely, residents aged 65+ years had the least contact with council (46%); contact among this group is significantly lower than the council average.

Newsletters sent via mail (23%) and email (21%) are still popular methods for Council to inform residents about news, information and upcoming events, followed closely by advertising in a local newspaper (19%).

Council newsletters sent via mail and email remain the best communication methods amongst residents under and over 50 years of age, though older residents are more likely to also look to local newspapers – through advertising (24%) or a newsletter insert (21%) – than their younger counterparts.

The popularity of text messaging (5%, down from 19% in 2018) has declined in favour of social media updates (26%) among residents under 50 years of age.

Customer service

Horsham Rural City Council's customer service index of 61 is significantly lower than the 2018 result (index score of 70), and is now 14 index points lower than the peak index score of 75 achieved on this measure in 2016. As a result of the decline, performance on this measure is rated significantly lower than the State-wide and Regional Centres group council averages (index scores of 71 and 72 respectively). Customer service is the only area where Council experienced a significant decline in performance ratings from 2018.

A majority (53%) rate Council's customer service as 'very good' or 'good', representing a 16 point decrease in positive ratings compared with 2018.

- Perceptions of customer service declined across demographic groups over the past year, with the most significant declines occurring among men (index score of 57, down 10 points from 2018), residents aged 18 to 34 years (index score of 57, down 21 points from 2018), and residents of the 'Rural Area' (index score of 52, down 15 points from 2018).



Top performing areas and areas for improvement

Top performing areas

Despite the decline, customer service is the area where Horsham Rural City Council has performed most strongly overall (index score of 61), followed by lobbying and consultation and engagement (index scores of 54 each).

With the exception of council direction, Council did not experience any significant increases in performance ratings in the past year. That said, performance ratings for service areas seem to have stabilised after experiencing multi-year declines post-2014.

In addition, one in ten residents volunteer parks and gardens (11%) and customer service (9%) as the best things about living in council.

Areas for improvement

Council rates lowest in the areas of sealed local roads (index score of 45) and its ability to make decisions in the community's interests (index score of 49). Council also performs significantly lower than State-wide and Regional Centres group averages on both sealed local roads (index scores of 56 and 57 respectively) and community decisions (index scores of 55 and 52 respectively).

- In the area of sealed local roads, Council's current performance is nine points lower than its peak index score of 54 achieved in 2014.
- Residents of the 'Rural Area' (index score of 35) rate Council lowest and significantly lower than the council average for the condition of sealed local roads. (With an index score of 48, performance is rated 13 index points higher in the 'Horsham Area'.)
- Similarly, residents of the 'Rural Area' (index score of 40) rate Council lowest and significantly lower than the council average in the area of community decisions. (Compared to an index score of 52 in the 'Horsham Area'.)

In keeping with this, 16% of residents volunteer community consultation and 15% volunteer sealed road maintenance as the council areas most in need of improvement.



Focus areas for coming 12 months

Perceptions of Council, with the exception of customer service, held steady the past year. This is a positive result for council.

In terms of priorities for the year ahead, Horsham Rural City Council should focus on service areas where current performance levels are low and remain significantly lower than the State-wide and Regional Centres group council averages. Areas that stand out as in need of attention include the condition of sealed local roads (index score of 45) and community decisions (index score of 49). Council should also work to stem declines in perceptions of customer service.

More generally, consideration should also be given to residents of the 'Rural Area', who appear to be driving negative opinion in a number of areas in 2019.

- It is also important not to ignore, and to learn from, what is working amongst other groups, especially women and residents of the 'Horsham Area', and use these lessons to build on performance experience and perceptions.

On the positive side, Council seems to have stemmed ratings' declines that started post-2014 and should seek to build on areas of stabilisation.



Further areas of exploration

An approach we recommend is to further mine the survey data to better understand the profile of these over and under-performing demographic groups. This can be achieved via additional consultation and data interrogation, self-mining the SPSS data provided, or via the dashboard portal available to the council.

Please note that the category descriptions for the coded open-ended responses are generic summaries only. We recommend further analysis of the detailed cross tabulations and the actual verbatim responses, with a view to understanding the responses of the key gender and age groups, especially any target groups identified as requiring attention.

A personal briefing by senior JWS Research representatives is also available to assist in providing both explanation and interpretation of the results. Please contact JWS Research on:

03 8685 8555

Summary of findings



Summary of core measures

Index scores

Overall Performance

Community Consultation

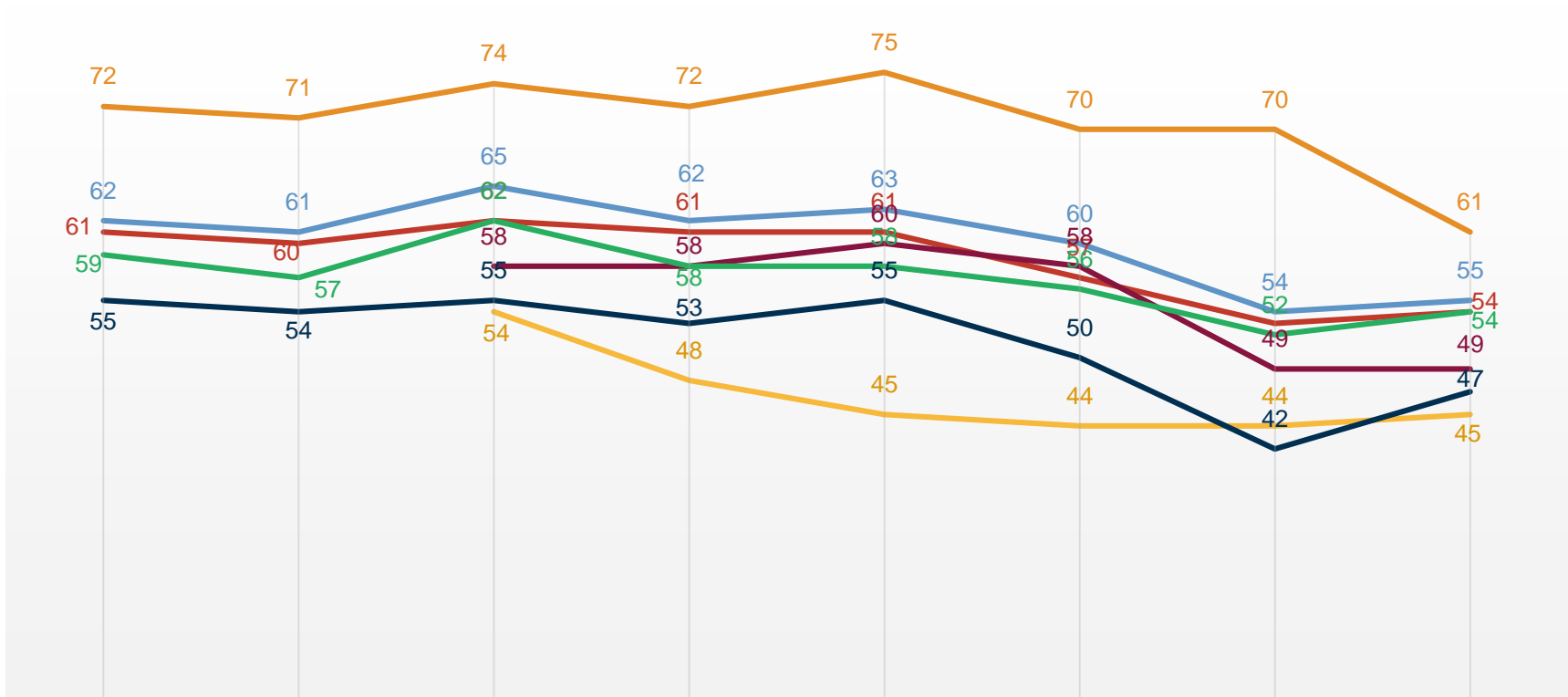
Advocacy

Making Community Decisions

Sealed Local Roads

Customer Service

Overall Council Direction



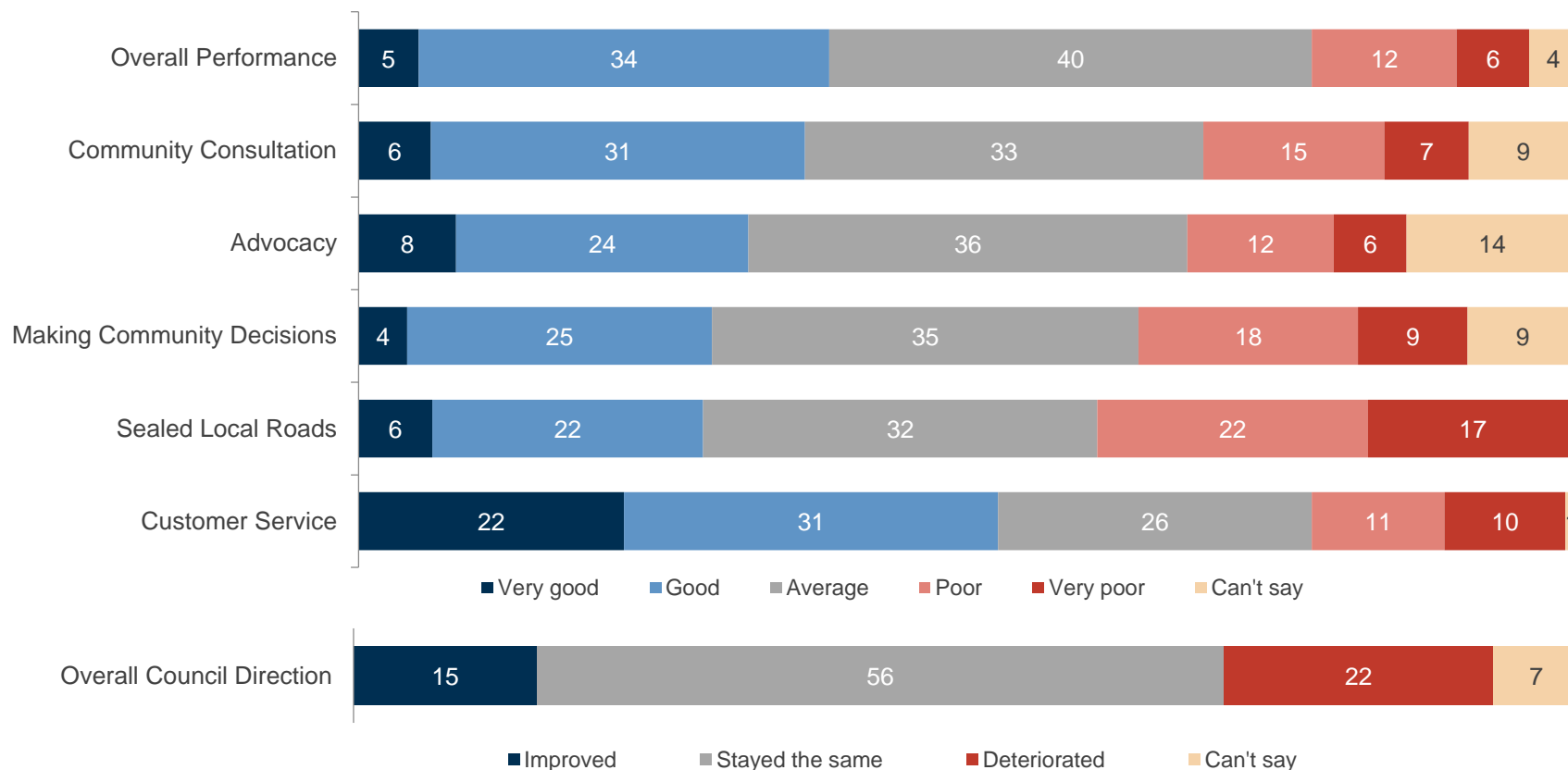


Summary of core measures

Performance Measures	Horsham 2019	Horsham 2018	Regional Centres 2019	State-wide 2019	Highest score	Lowest score
Overall Performance	55	54	58	60	Women	Rural Area
Community Consultation (Community consultation and engagement)	54	53	54	56	Aged 18-34 years	Rural Area, Aged 50-64 years
Advocacy (Lobbying on behalf of the community)	54	52	54	54	Women	Rural Area
Making Community Decisions (Decisions made in the interest of the community)	49	49	52	55	Women	Rural Area
Sealed Local Roads (Condition of sealed local roads)	45	44	57	56	Aged 65+ years	Rural Area
Customer Service	61	70	72	71	Women, Aged 50-64 years	Rural Area
Overall Council Direction	47	42	52	53	Aged 18-34 years	Rural Area

Summary of key community satisfaction

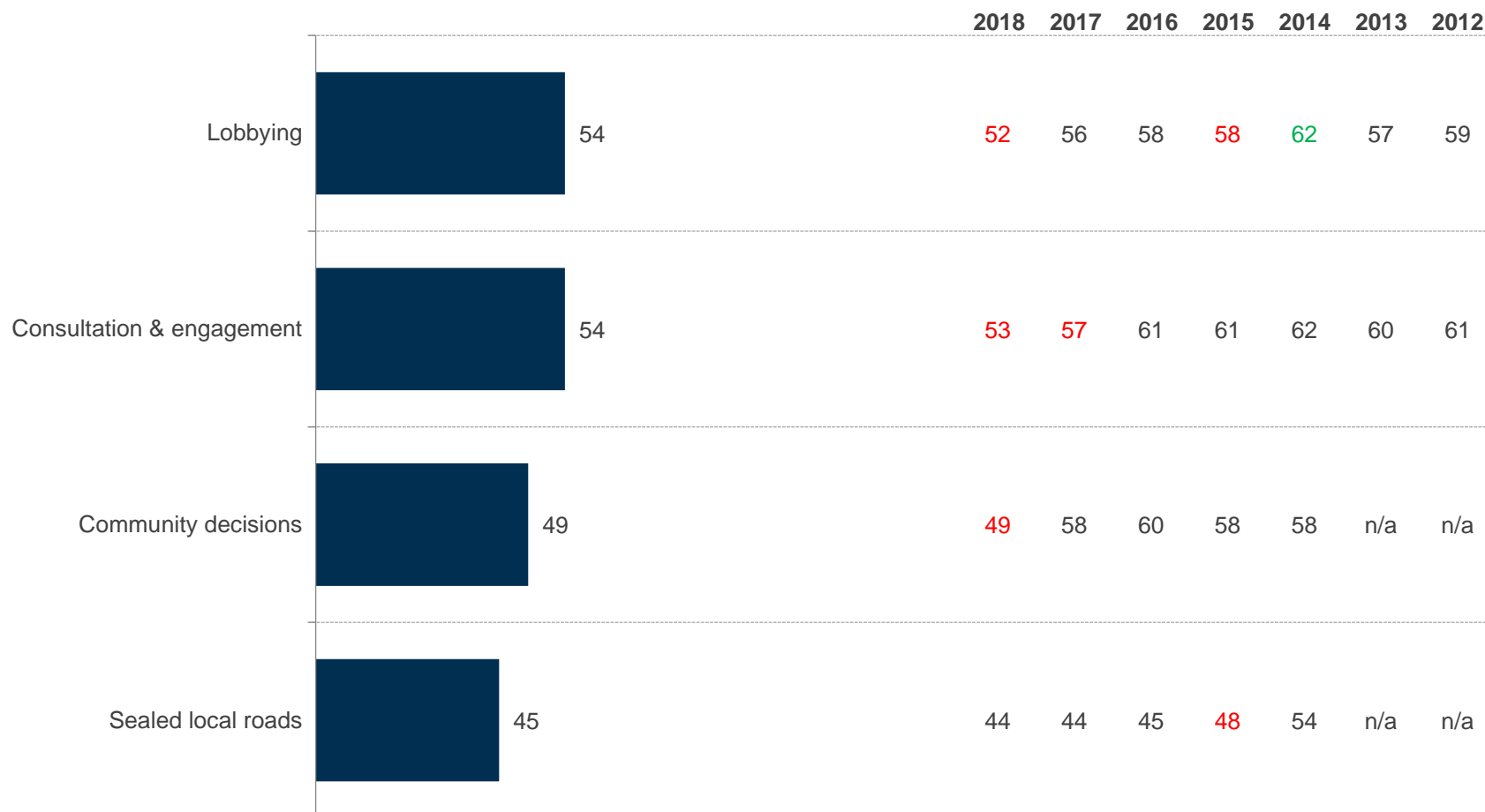
Key measures summary results (%)





Individual service area performance

2019 individual service area performance (index scores)



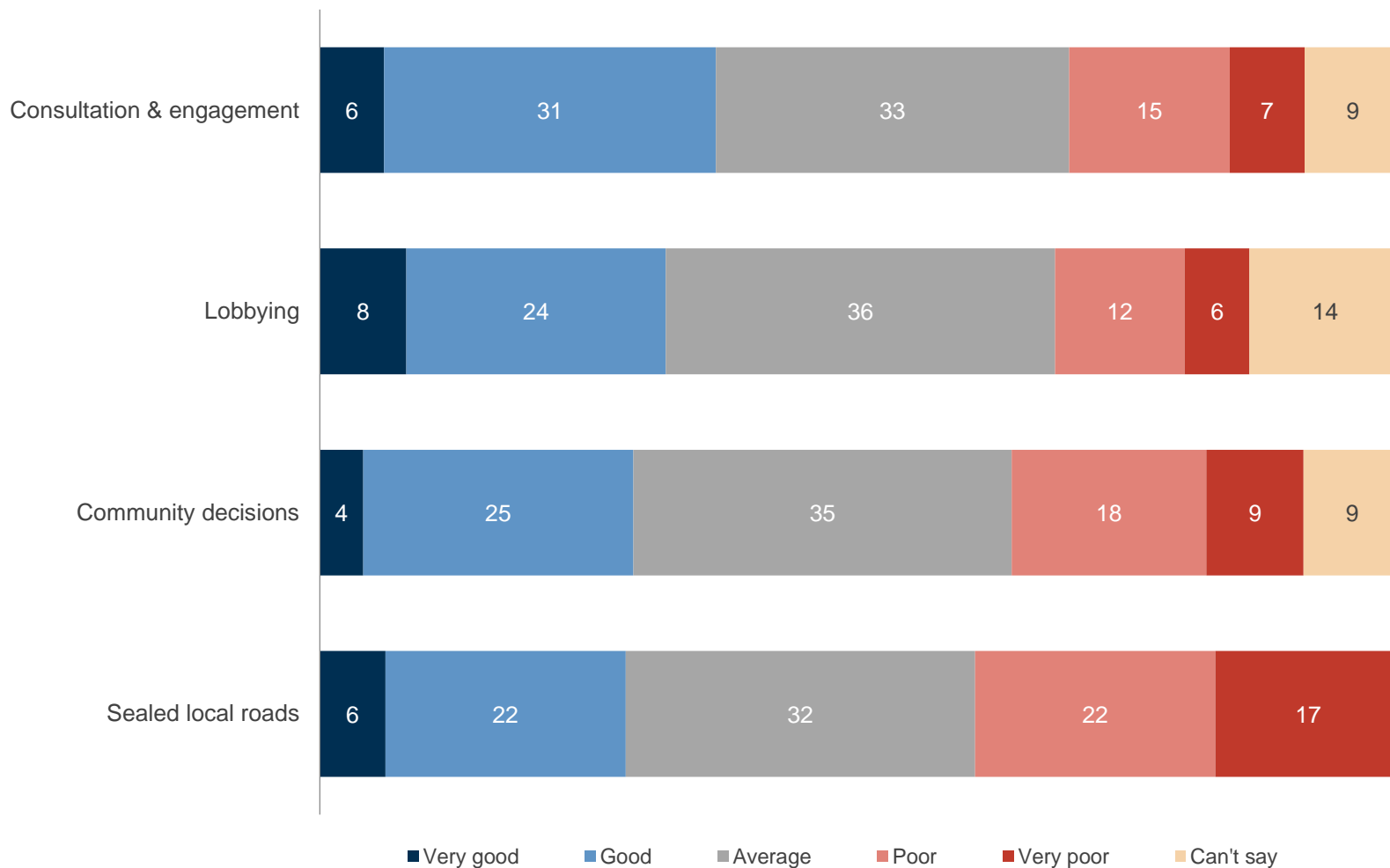
Q2. How has Council performed on [RESPONSIBILITY AREA] over the last 12 months?

Base: All respondents. Councils asked state-wide: 63 Councils asked group: 8

Note: Please see Appendix A for explanation of significant differences.

Individual service area performance

2019 individual service area performance (%)



Q2. How has Council performed on [RESPONSIBILITY AREA] over the last 12 months?
 Base: All respondents. Councils asked state-wide: 63 Councils asked group: 8



Individual service area performance vs State-wide average

Significantly Higher than State-wide Average

- Not applicable

Significantly Lower than State-wide Average

- Making community decisions
- Sealed local roads



Individual service area performance vs group average

Significantly Higher than Group Average

- Not applicable

Significantly Lower than Group Average

- Making community decisions
- Sealed local roads



Best things about Council

2019 best things about Council (%) - Top mentions only -

	2018	2017	2016	2015	2014	2013	2012
Parks and Gardens	11	8	n/a	n/a	n/a	n/a	n/a
Customer Service	9	8	n/a	n/a	n/a	n/a	n/a
Recreational/Sporting Facilities	5	4	n/a	n/a	n/a	n/a	n/a
Community Facilities	4	4	n/a	n/a	n/a	n/a	n/a
Public Areas	4	6	n/a	n/a	n/a	n/a	n/a
Community Support Services	3	3	n/a	n/a	n/a	n/a	n/a
Cultural Activities	3	1	n/a	n/a	n/a	n/a	n/a
Road/Street Maintenance	3	3	n/a	n/a	n/a	n/a	n/a
Waste Management	3	4	n/a	n/a	n/a	n/a	n/a
Generally Good	3	4	n/a	n/a	n/a	n/a	n/a
Community/Public Events/Activities	3	5	n/a	n/a	n/a	n/a	n/a
Community Engagement/Involvement	3	5	n/a	n/a	n/a	n/a	n/a

Q16. Please tell me what is the ONE BEST thing about Horsham Rural City Council? It could be about any of the issues or services we have covered in this survey or it could be about something else altogether?

Base: All respondents. Councils asked state-wide: 21 Councils asked group: 3

Note: Significant differences have not been applied to this chart.

The verbatim listing of responses is provided within the accompanying dashboard.



Areas for improvement

2019 areas for improvement (%)
- Top mentions only -

		2018	2017	2016	2015	2014	2013	2012
Community Consultation	16	24	9	13	n/a	n/a	n/a	n/a
Sealed Road Maintenance	15	25	24	23	n/a	n/a	n/a	n/a
Rates - Too Expensive	10	6	8	6	n/a	n/a	n/a	n/a
Communication	8	5	7	7	n/a	n/a	n/a	n/a
Rural/Regional Communities	7	2	5	5	n/a	n/a	n/a	n/a
Financial Management	6	8	10	11	n/a	n/a	n/a	n/a
Harmony Within Council	5	3	n/a	n/a	n/a	n/a	n/a	n/a
Council Management	4	2	2	1	n/a	n/a	n/a	n/a
Roads/Bypasses/Tunnels/Bridges	4	7	2	4	n/a	n/a	n/a	n/a
Local/Community Support	4	2	2	2	n/a	n/a	n/a	n/a
Nothing	6	6	12	12	n/a	n/a	n/a	n/a

Q17. What does Horsham Rural City Council MOST need to do to improve its performance?

Base: All respondents. Councils asked state-wide: 43 Councils asked group: 7

Note: Significant differences have not been applied to this chart.

The verbatim listing of responses is provided within the accompanying dashboard.

DETAILED FINDINGS

Overall performance



Overall performance

2019 overall performance (index scores)

		2018	2017	2016	2015	2014	2013	2012
Women	60▲	57	63	64	64	66	62	62
State-wide	60▲	59	59	59	60	61	60	60
Regional Centres	58▲	58	57	n/a	n/a	n/a	n/a	n/a
Horsham Area	58	55	61	65	64	66	n/a	63
65+	58	57	61	64	65	69	59	65
18-34	57	58	66	62	63	63	63	67
Horsham	55	54	60	63	62	65	61	62
35-49	53	53	53	61	57	65	59	60
Other	52*	54	52	62	53	68	n/a	55
50-64	50	48	58	64	60	60	61	56
Men	49▼	51	56	62	59	64	59	62
Rural Area	46▼	52	56	56	56	59	n/a	60

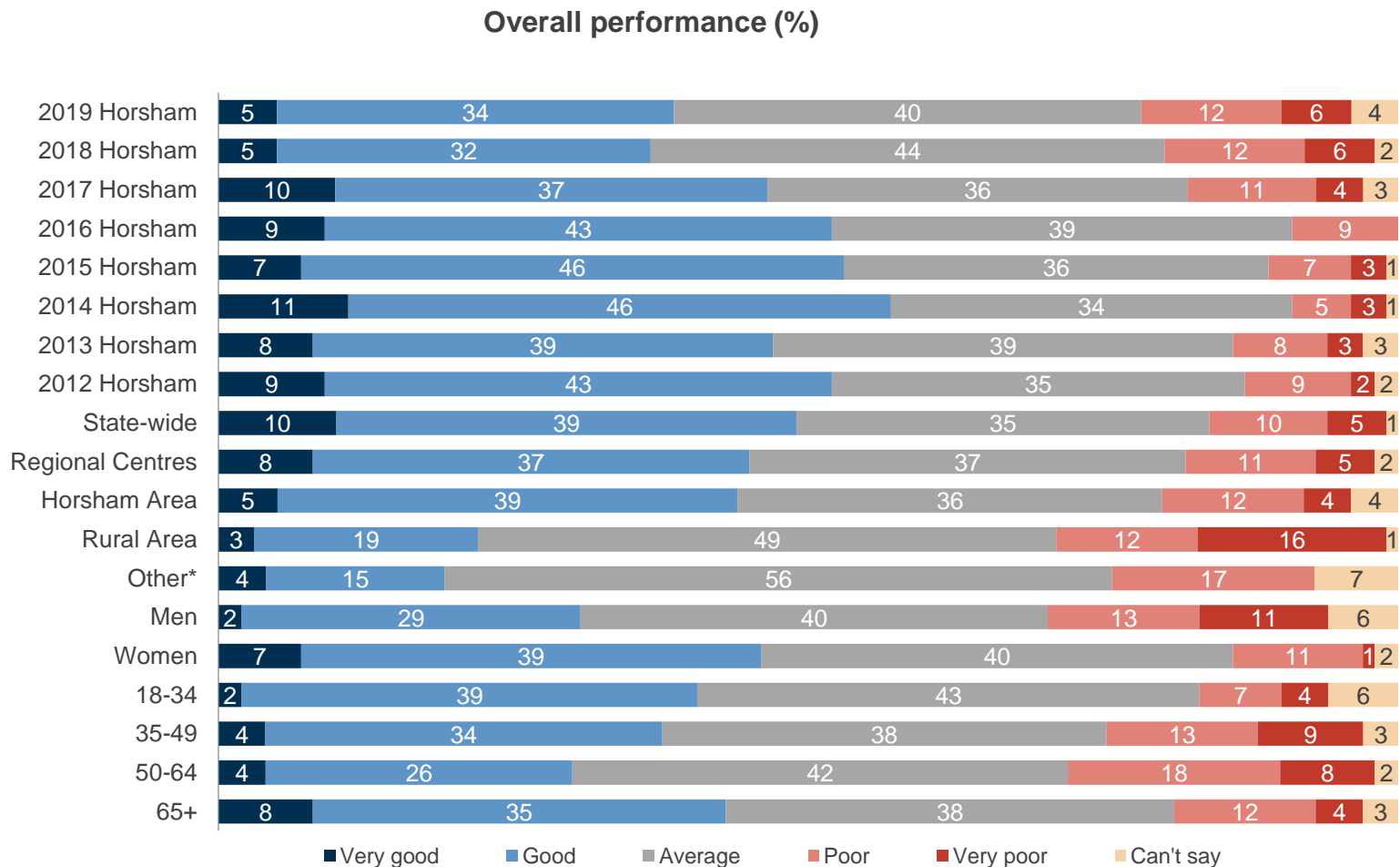
Q3. ON BALANCE, for the last twelve months, how do you feel about the performance of Horsham Rural City Council, not just on one or two issues, BUT OVERALL across all responsibility areas? Has it been very good, good, average, poor or very poor?

Base: All respondents. Councils asked state-wide: 63 Councils asked group: 8

Note: Please see Appendix A for explanation of significant differences.

*Caution: small sample size < n=30

Overall performance



Q3. ON BALANCE, for the last twelve months, how do you feel about the performance of Horsham Rural City Council, not just on one or two issues, BUT OVERALL across all responsibility areas? Has it been very good, good, average, poor or very poor?

Base: All respondents. Councils asked state-wide: 63 Councils asked group: 8

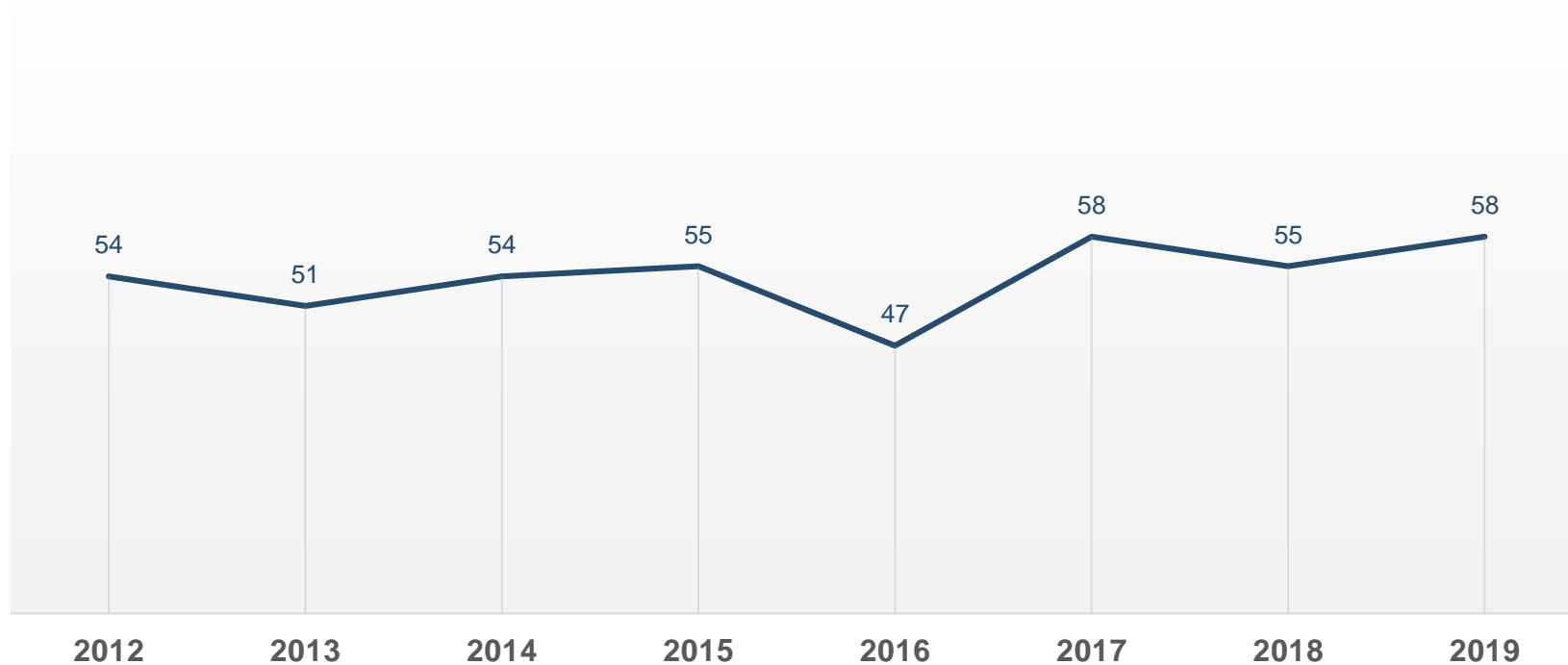
*Caution: small sample size < n=30

Customer service



Contact with council

2019 contact with council (%)
Have had contact



Q5. Over the last 12 months, have you or any member of your household had any contact with Horsham Rural City Council? This may have been in person, in writing, by telephone conversation, by text message, by email or via their website or social media such as Facebook or Twitter?

Base: All respondents. Councils asked state-wide: 38 Councils asked group: 4



Contact with council

2019 contact with council (%)

	2018	2017	2016	2015	2014	2013	2012
50-64	61	61	50	62	63	54	52
Rural Area	60	65	51	72	60	n/a	65
18-34	54	55	32	51	60	47	51
35-49	59	69	58	66	57	59	66
State-wide	61	58	58	60	61	60	61
Men	57	56	45	62	54	49	49
Horsham	55	58	47	55	54	51	54
Regional Centres	56	56	n/a	n/a	n/a	n/a	n/a
Other	68	54	49	79	40	n/a	63
Horsham Area	52	56	45	49	54	n/a	50
Women	53	60	48	49	55	52	59
65+	48	48	46	47	40	42	47

Q5. Over the last 12 months, have you or any member of your household had any contact with Horsham Rural City Council? This may have been in person, in writing, by telephone conversation, by text message, by email or via their website or social media such as Facebook or Twitter?

Base: All respondents. Councils asked state-wide: 38 Councils asked group: 4

Note: Please see Appendix A for explanation of significant differences.

*Caution: small sample size < n=30



Customer service rating

2019 customer service rating (index scores)

		2018	2017	2016	2015	2014	2013	2012
Regional Centres	72▲	72	72	n/a	n/a	n/a	n/a	n/a
State-wide	71▲	70	69	69	70	72	71	71
Women	65	72	76	78	74	76	76	72
50-64	65	66	67	73	67	69	69	67
65+	64	67	73	76	80	85	68	76
Horsham Area	64	70	71	78	74	77	n/a	72
Other	63*	73	81	73	59	88	n/a	70
Horsham	61	70	70	75	72	74	71	72
35-49	60	67	67	75	71	80	73	74
Men	57	67	64	72	71	72	66	72
18-34	57	78	76	75	69	66	74	72
Rural Area	52	67	66	67	72	65	n/a	73

Q5c. Thinking of the most recent contact, how would you rate Horsham Rural City Council for customer service? Please keep in mind we do not mean the actual outcome but rather the actual service that was received.

Base: All respondents who have had contact with Council in the last 12 months.

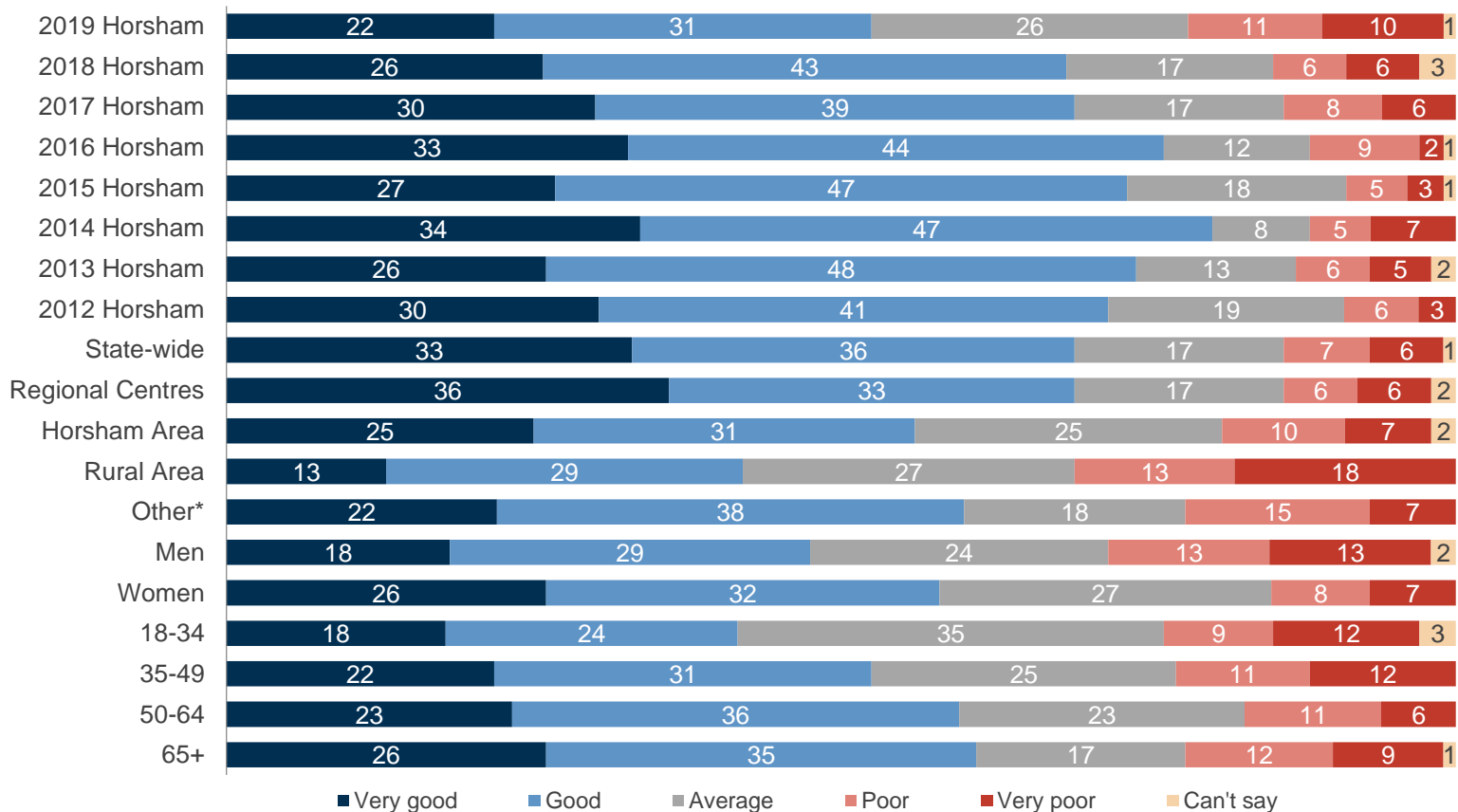
Councils asked state-wide: 63 Councils asked group: 8

Note: Please see Appendix A for explanation of significant differences.

*Caution: small sample size < n=30

Customer service rating

Customer service rating (%)



Q5c. Thinking of the most recent contact, how would you rate Horsham Rural City Council for customer service? Please keep in mind we do not mean the actual outcome but rather the actual service that was received.

Base: All respondents who have had contact with Council in the last 12 months.

Councils asked state-wide: 63 Councils asked group: 8

*Caution: small sample size < n=30

Communication



Communication summary

Overall preferred forms of communication

- Newsletter sent via mail (23%)

Preferred forms of communication among over 50s

- Advertising in local newspapers (24%)

Preferred forms of communication among under 50s

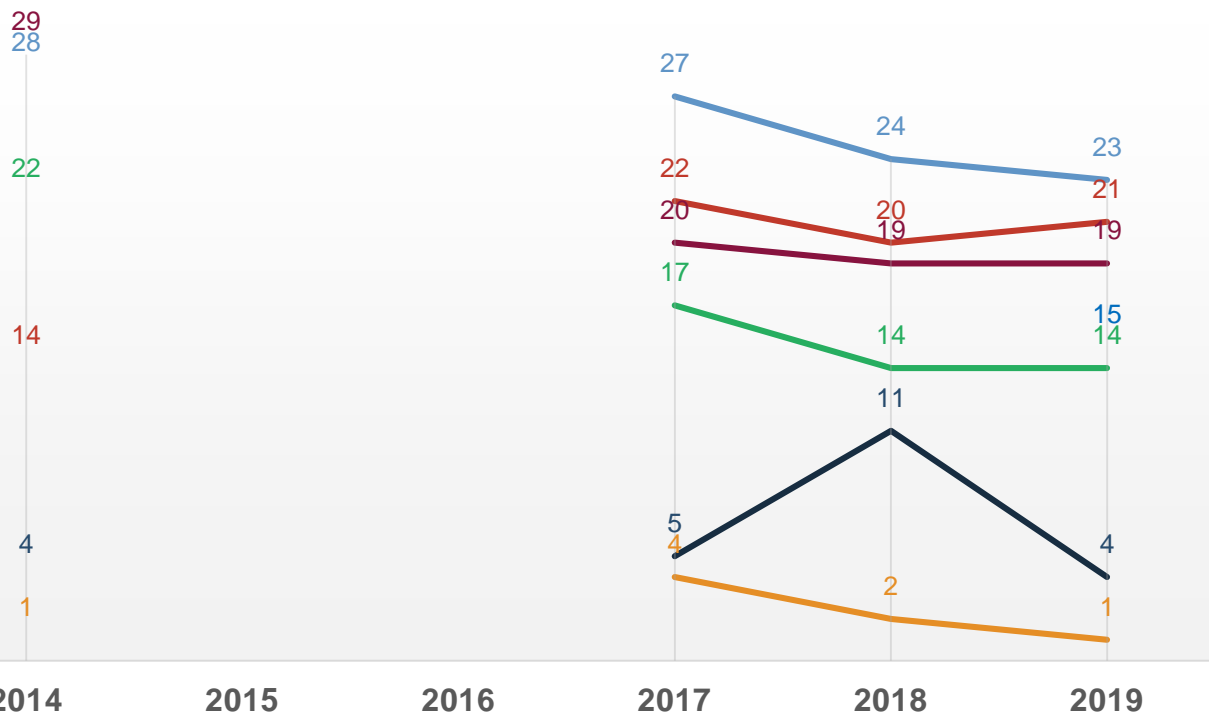
- Social media (26%)

Greatest change since 2018

- **NEW ADDITION IN 2019:** Social Media (15%)

Best form of communication

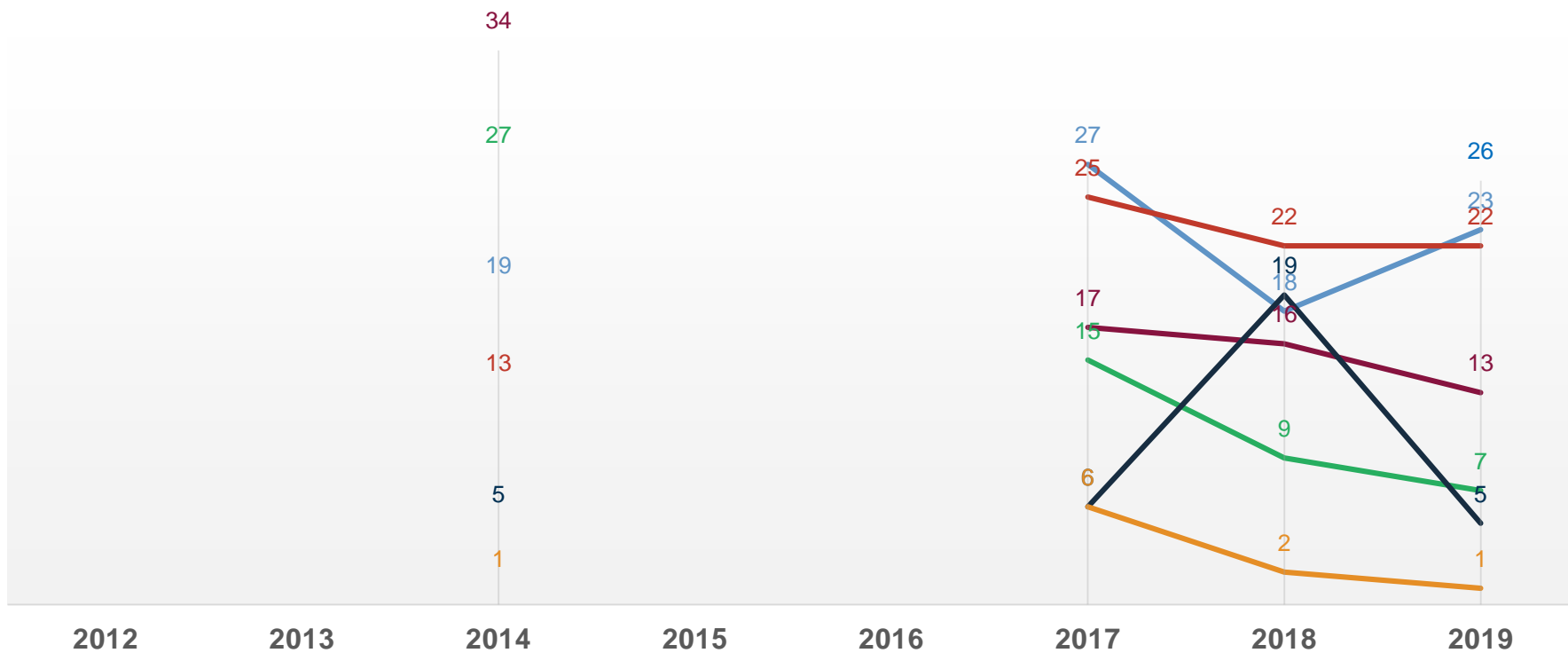
2019 best form of communication (%)



Q13. If Horsham Rural City Council was going to get in touch with you to inform you about Council news and information and upcoming events, which ONE of the following is the BEST way to communicate with you?
 Base: All respondents. Councils asked state-wide: 31 Councils asked group: 6

Best form of communication: under 50s

2019 under 50s best form of communication (%)

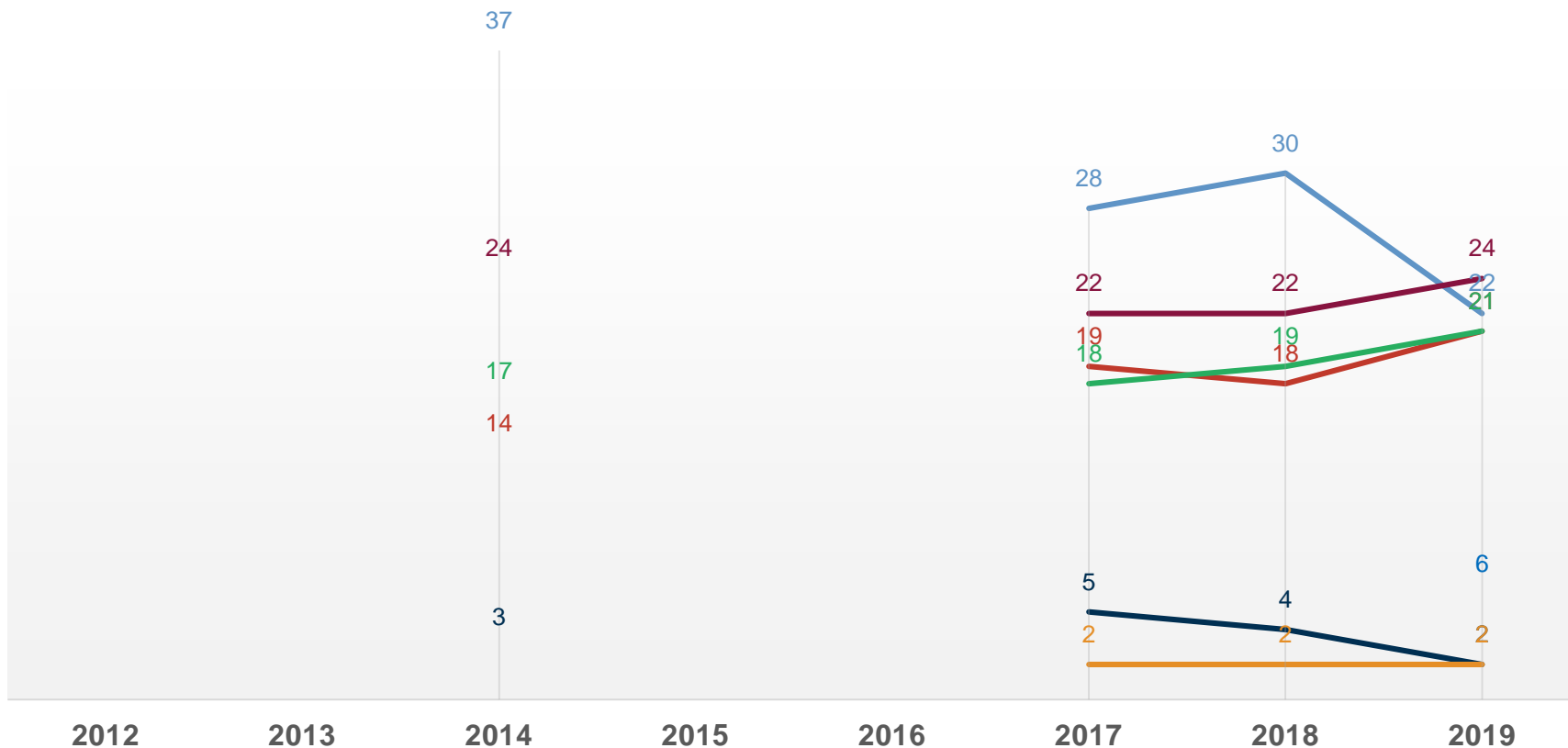


Q13. If Horsham Rural City Council was going to get in touch with you to inform you about Council news and information and upcoming events, which ONE of the following is the BEST way to communicate with you?
 Base: All respondents aged under 50. Councils asked state-wide: 31 Councils asked group: 6



2019 best form of communication: over 50s

2019 over 50s best form of communication (%)



Q13. If Horsham Rural City Council was going to get in touch with you to inform you about Council news and information and upcoming events, which ONE of the following is the BEST way to communicate with you?

Base: All respondents aged over 50. Councils asked state-wide: 31 Councils asked group: 6

Council direction



Council direction summary

Council direction	<ul style="list-style-type: none">• 56% stayed about the same, down 7 points on 2018• 15% improved, up 6 points on 2018• 22% deteriorated, down 3 points on 2018
Most satisfied with Council direction	<ul style="list-style-type: none">• Aged 18-34 years
Least satisfied with Council direction	<ul style="list-style-type: none">• Rural Area residents



Overall council direction last 12 months

2019 overall direction (index scores)

		2018	2017	2016	2015	2014	2013	2012
Other	56*	52	45	45	42	57	n/a	51
18-34	53	44	56	55	55	47	58	57
State-wide	53▲	52	53	51	53	53	53	52
Regional Centres	52▲	53	55	n/a	n/a	n/a	n/a	n/a
Women	51	44	54	58	56	55	54	57
Horsham Area	49	43	52	56	55	55	n/a	56
65+	48	43	51	58	56	59	54	55
Horsham	47	42	50	55	53	55	54	55
Men	42	39	46	51	50	55	53	53
35-49	42	42	45	50	47	59	48	52
50-64	40	36	47	55	51	54	54	54
Rural Area	36▼	37	45	52	47	54	n/a	52

Q6. Over the last 12 months, what is your view of the direction of Horsham Rural City Council's overall performance?

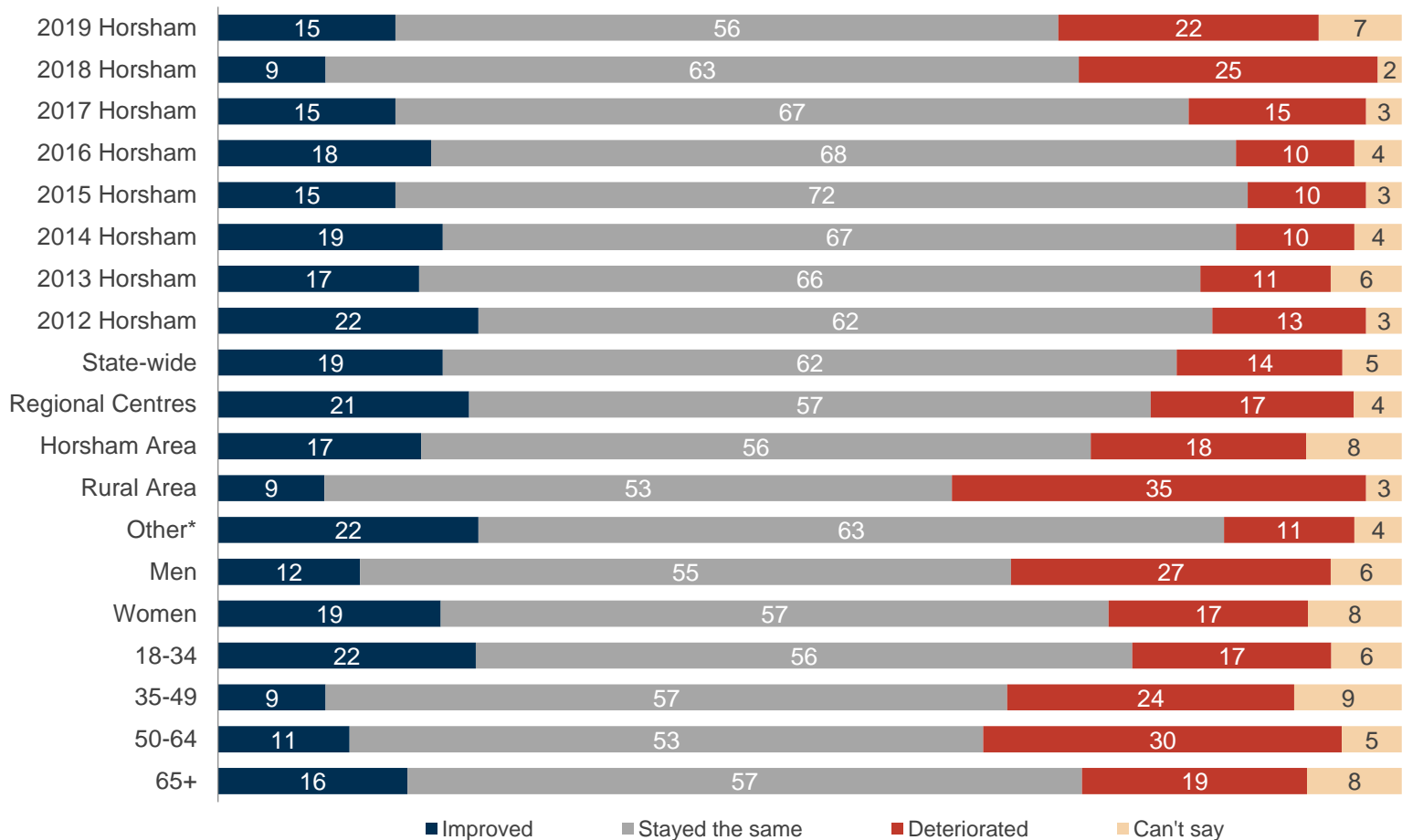
Base: All respondents. Councils asked state-wide: 63 Councils asked group: 8

Note: Please see Appendix A for explanation of significant differences.

*Caution: small sample size < n=30

Overall council direction last 12 months

2019 overall council direction (%)



Q6. Over the last 12 months, what is your view of the direction of Horsham Rural City Council's overall performance?

Base: All respondents. Councils asked state-wide: 63 Councils asked group: 8

*Caution: small sample size < n=30

Individual service areas



Community consultation and engagement performance

2019 Consultation and engagement performance (index scores)

		2018	2017	2016	2015	2014	2013	2012
18-34	58	59	62	61	63	63	63	63
Horsham Area	56	54	57	61	62	62	n/a	62
Women	56	55	59	63	63	63	62	61
65+	56	53	59	63	64	66	58	65
State-wide	56	55	55	54	56	57	57	57
Regional Centres	54	55	54	n/a	n/a	n/a	n/a	n/a
Horsham	54	53	57	61	61	62	60	61
Men	51	51	55	58	58	61	58	61
35-49	50	49	53	56	58	60	60	59
Other	47*	46	58	73	58	66	n/a	60
50-64	47▼	49	54	62	57	57	60	56
Rural Area	47▼	51	57	58	58	58	n/a	58

Q2. How has Council performed on 'Community consultation and engagement' over the last 12 months?

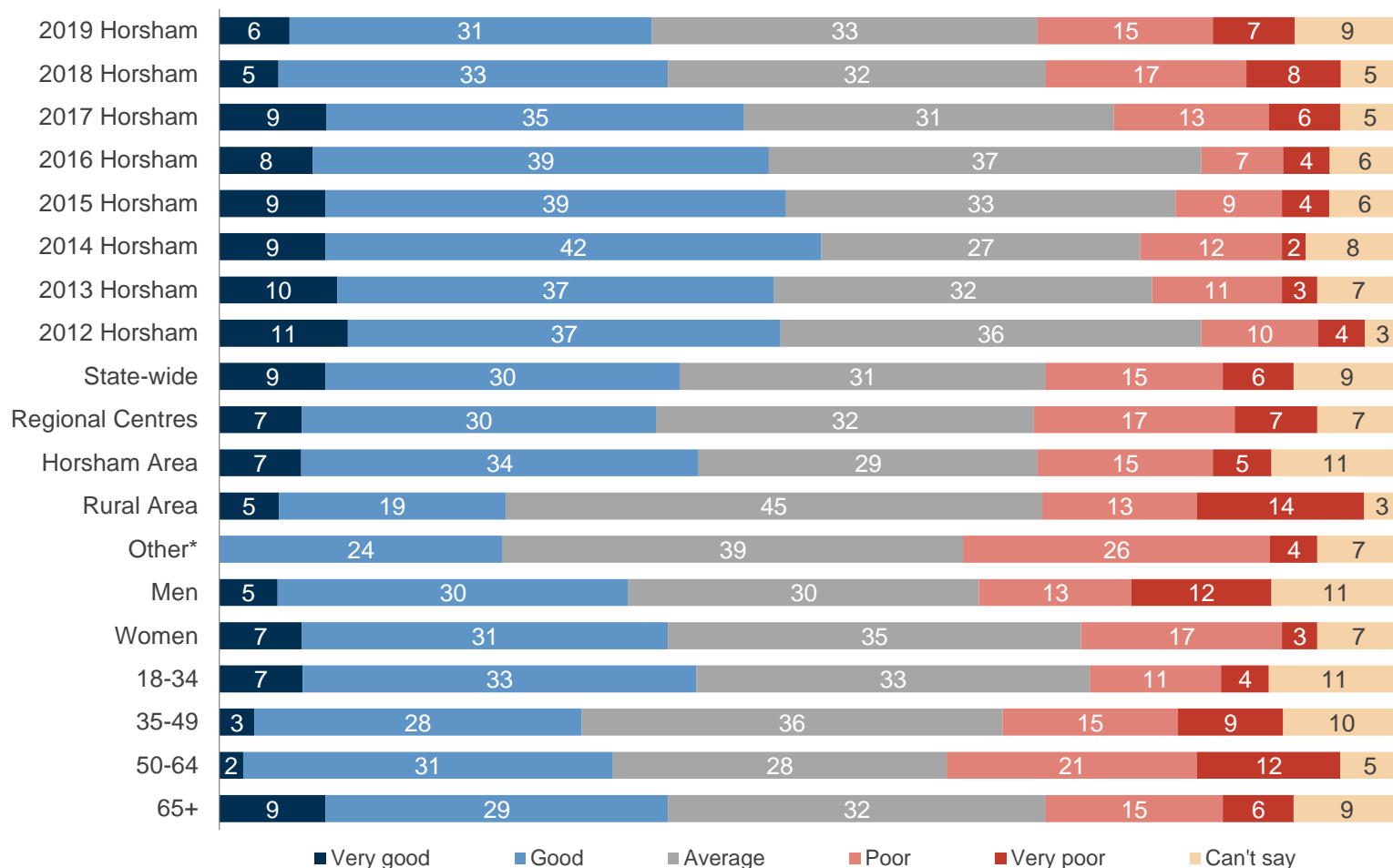
Base: All respondents. Councils asked state-wide: 63 Councils asked group: 8

Note: Please see Appendix A for explanation of significant differences.

*Caution: small sample size < n=30

Community consultation and engagement performance

2019 Consultation and engagement performance (%)



Q2. How has Council performed on 'Community consultation and engagement' over the last 12 months?
 Base: All respondents. Councils asked state-wide: 63 Councils asked group: 8
 *Caution: small sample size < n=30



Lobbying on behalf of the community performance

2019 Lobbying performance (index scores)

		2018	2017	2016	2015	2014	2013	2012
Other	59*	48	52	51	47	62	n/a	50
Women	58	54	58	59	61	62	60	59
65+	56	53	59	59	63	65	57	63
18-34	56	56	62	60	59	63	62	64
Horsham Area	56	53	57	59	60	62	n/a	60
Horsham	54	52	56	58	58	62	57	59
State-wide	54	54	54	53	55	56	55	55
Regional Centres	54	54	54	n/a	n/a	n/a	n/a	n/a
35-49	54	48	50	53	55	61	55	55
Men	51	50	55	56	55	61	55	60
50-64	49	49	55	58	55	57	56	55
Rural Area	48	51	55	55	54	60	n/a	60

Q2. How has Council performed on 'Lobbying on behalf of the community' over the last 12 months?

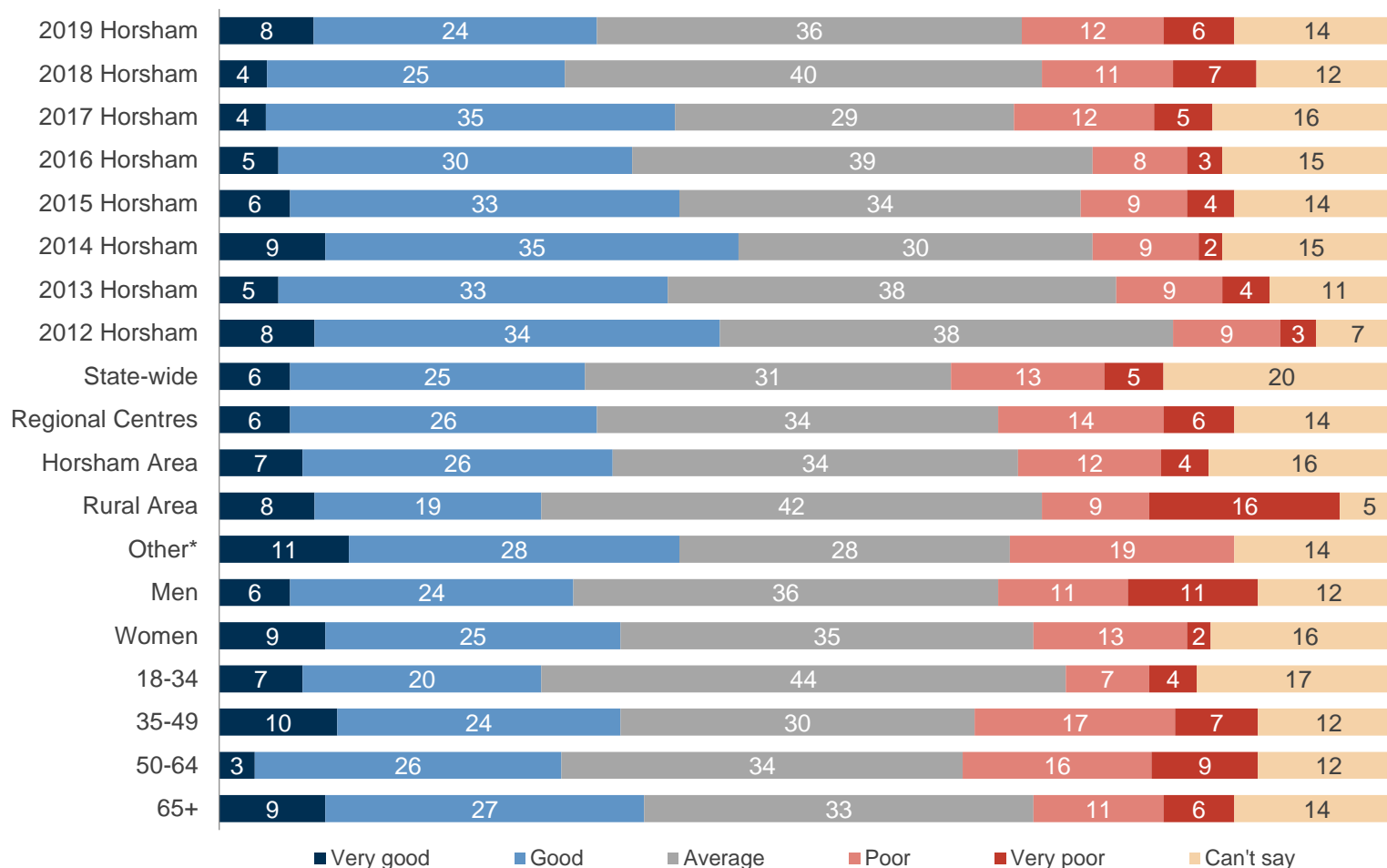
Base: All respondents. Councils asked state-wide: 63 Councils asked group: 8

Note: Please see Appendix A for explanation of significant differences.

*Caution: small sample size < n=30

Lobbying on behalf of the community performance

2019 Lobbying performance (%)



Q2. How has Council performed on 'Lobbying on behalf of the community' over the last 12 months?
 Base: All respondents. Councils asked state-wide: 63 Councils asked group: 8
 *Caution: small sample size < n=30



Decisions made in the interest of the community performance

2019 Community decisions made performance (index scores)

		2018	2017	2016	2015	2014	2013	2012
State-wide	55▲	54	54	54	55	57	n/a	n/a
Women	53	50	62	64	60	59	n/a	n/a
Horsham Area	52	51	59	62	60	59	n/a	n/a
Regional Centres	52▲	52	52	n/a	n/a	n/a	n/a	n/a
65+	51	52	59	63	59	63	n/a	n/a
18-34	51	48	64	62	60	57	n/a	n/a
Horsham	49	49	58	60	58	58	n/a	n/a
35-49	48	51	53	56	56	59	n/a	n/a
Other	48*	54	54	55	54	66	n/a	n/a
50-64	46	47	55	59	56	53	n/a	n/a
Men	45	48	54	57	56	58	n/a	n/a
Rural Area	40▼	44	55	54	54	55	n/a	n/a

Q2. How has Council performed on 'Decisions made in the interest of the community' over the last 12 months?

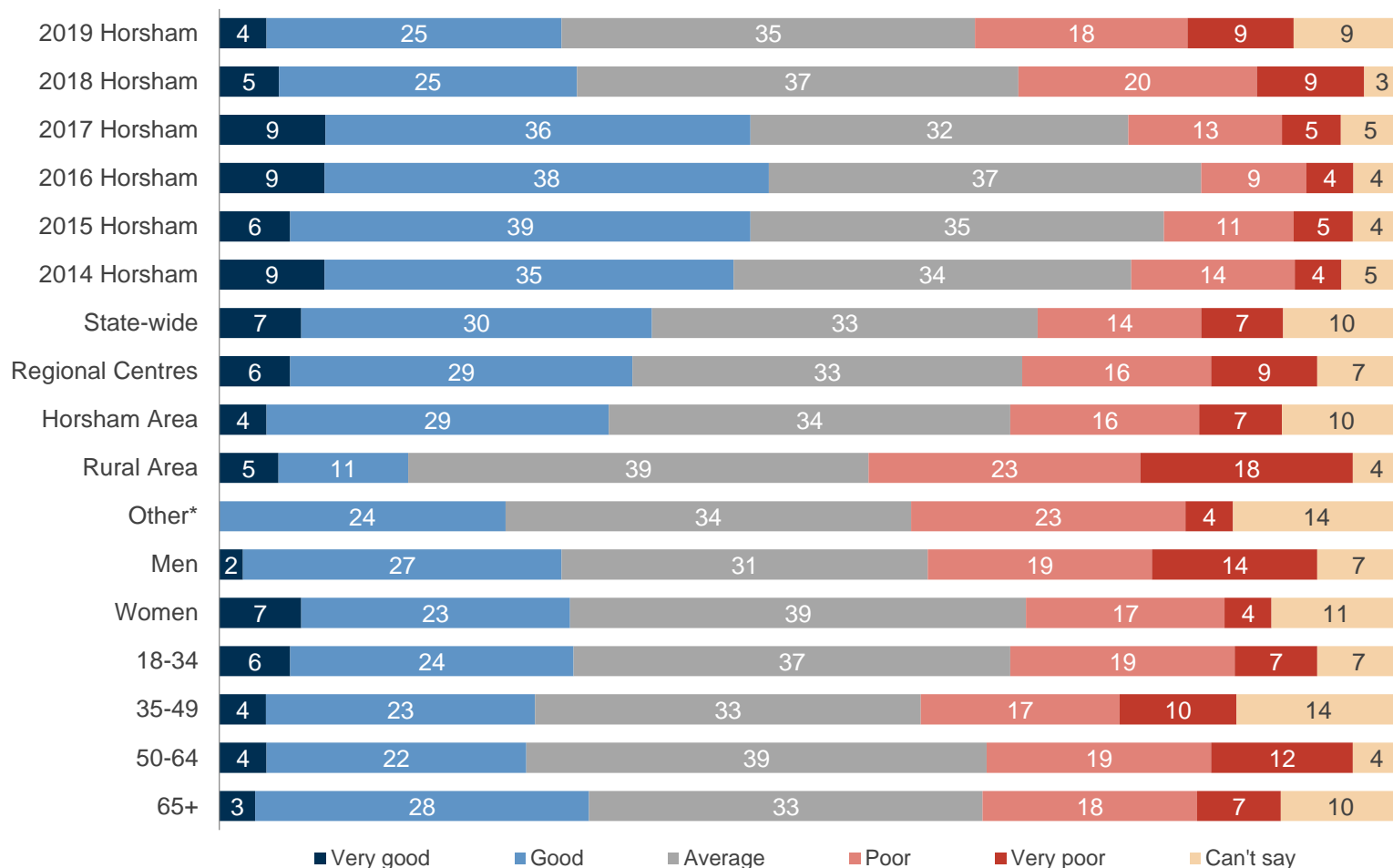
Base: All respondents. Councils asked state-wide: 63 Councils asked group: 8

Note: Please see Appendix A for explanation of significant differences.

*Caution: small sample size < n=30

Decisions made in the interest of the community performance

2019 Community decisions made performance (%)



Q2. How has Council performed on 'Decisions made in the interest of the community' over the last 12 months?

Base: All respondents. Councils asked state-wide: 63 Councils asked group: 8

*Caution: small sample size < n=30



The condition of sealed local roads in your area performance

2019 Sealed local roads performance (index scores)

	2018	2017	2016	2015	2014	2013	2012
Regional Centres	54	53	n/a	n/a	n/a	n/a	n/a
State-wide	53	53	54	55	55	n/a	n/a
65+	47	46	53	55	59	n/a	n/a
Women	45	46	47	52	54	n/a	n/a
Horsham Area	47	46	49	51	55	n/a	n/a
50-64	39	44	42	45	52	n/a	n/a
Horsham	44	44	45	48	54	n/a	n/a
18-34	46	43	44	48	49	n/a	n/a
Other	34	42	25	43	54	n/a	n/a
Men	42	41	44	44	53	n/a	n/a
35-49	41	40	41	42	54	n/a	n/a
Rural Area	36	36	40	41	49	n/a	n/a

Q2. How has Council performed on 'The condition of sealed local roads in your area' over the last 12 months?

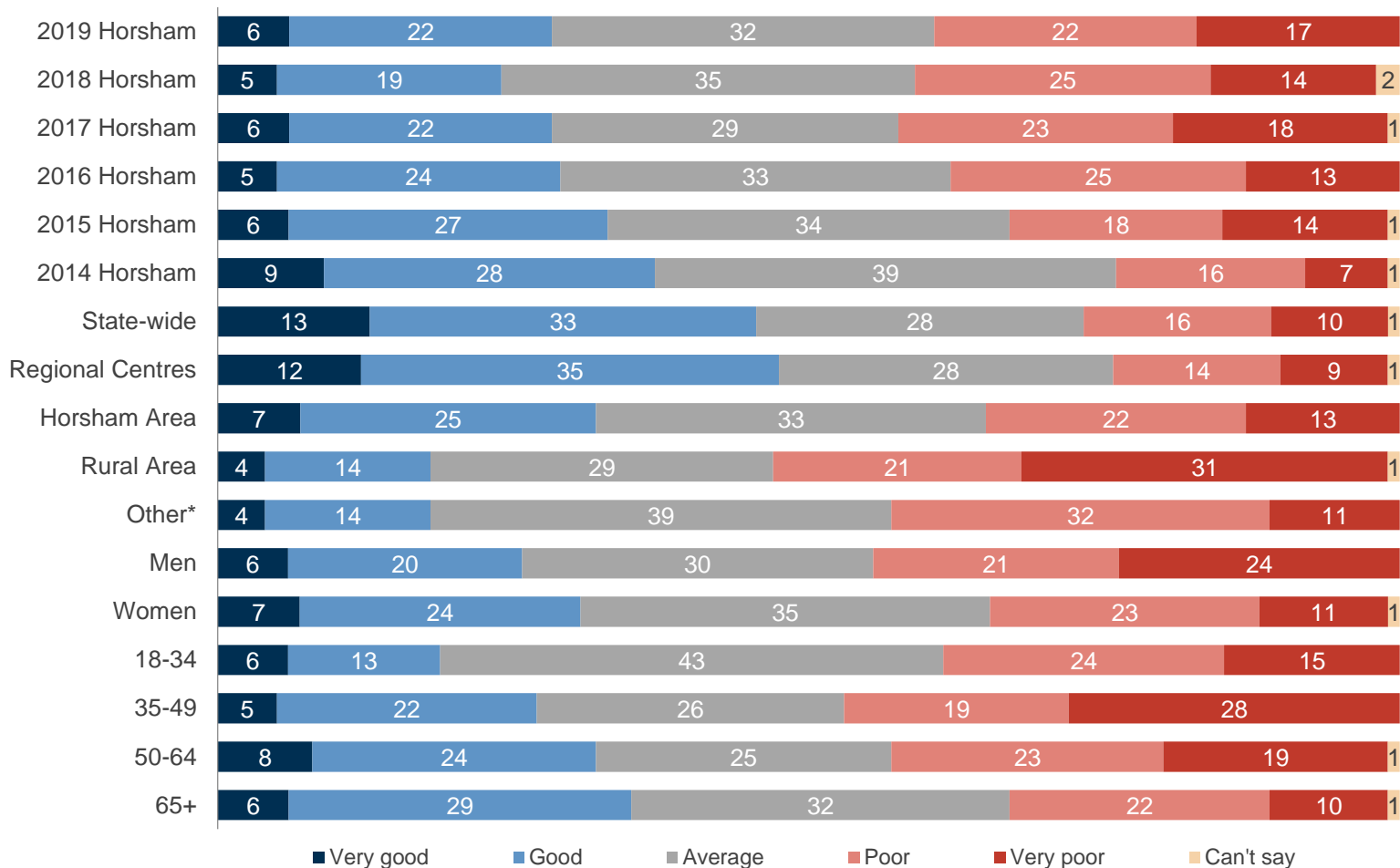
Base: All respondents. Councils asked state-wide: 63 Councils asked group: 8

Note: Please see Appendix A for explanation of significant differences.

*Caution: small sample size < n=30

The condition of sealed local roads in your area performance

2019 Sealed local roads performance (%)



Q2. How has Council performed on 'The condition of sealed local roads in your area' over the last 12 months?

Base: All respondents. Councils asked state-wide: 63 Councils asked group: 8

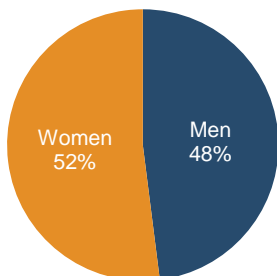
*Caution: small sample size < n=30

Detailed demographics

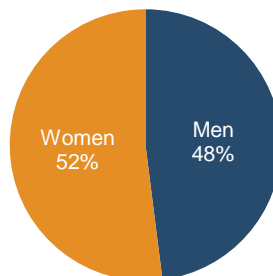
Gender and age profile

2019 gender

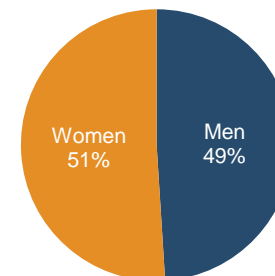
Horsham



Regional Centres

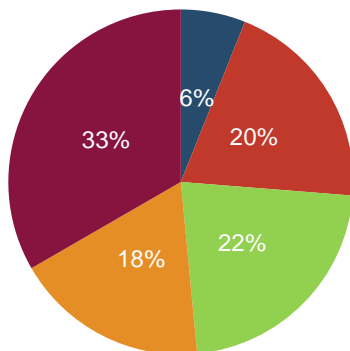


State-wide

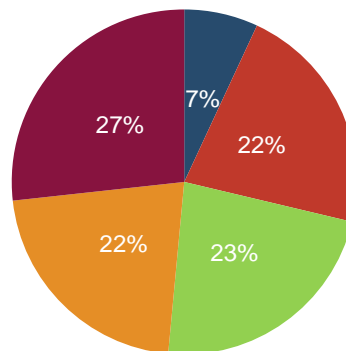


2019 age

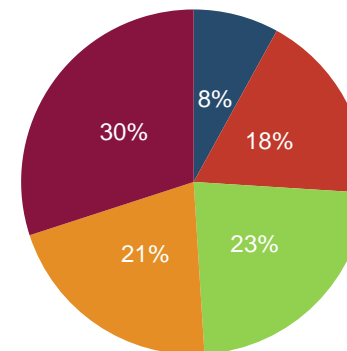
Horsham



Regional Centres



State-wide




■ 18-24 ■ 25-34 ■ 35-49 ■ 50-64 ■ 65+

■ 18-24 ■ 25-34 ■ 35-49 ■ 50-64 ■ 65+

■ 18-24 ■ 25-34 ■ 35-49 ■ 50-64 ■ 65+

S3. [Record gender] / S4. To which of the following age groups do you belong?
 Base: All respondents. Councils asked state-wide: 63 Councils asked group: 8
 Please note that for the reason of simplifying reporting, interlocking age and gender reporting has not been included in this report.
 Interlocking age and gender analysis is still available in the dashboard and data tables provided alongside this report.



Appendix A: Index scores, margins of error and significant differences



Appendix A: Index Scores

Index Scores

Many questions ask respondents to rate council performance on a five-point scale, for example, from 'very good' to 'very poor', with 'can't say' also a possible response category. To facilitate ease of reporting and comparison of results over time, starting from the 2012 survey and measured against the state-wide result and the council group, an 'Index Score' has been calculated for such measures.

The Index Score is calculated and represented as a score out of 100 (on a 0 to 100 scale), with 'can't say' responses excluded from the analysis. The '% RESULT' for each scale category is multiplied by the 'INDEX FACTOR'. This produces an 'INDEX VALUE' for each category, which are then summed to produce the 'INDEX SCORE', equating to '60' in the following example.

Similarly, an Index Score has been calculated for the Core question 'Performance direction in the last 12 months', based on the following scale for each performance measure category, with 'Can't say' responses excluded from the calculation.

SCALE CATEGORIES	% RESULT	INDEX FACTOR	INDEX VALUE
Very good	9%	100	9
Good	40%	75	30
Average	37%	50	19
Poor	9%	25	2
Very poor	4%	0	0
Can't say	1%	--	INDEX SCORE 60

SCALE CATEGORIES	% RESULT	INDEX FACTOR	INDEX VALUE
Improved	36%	100	36
Stayed the same	40%	50	20
Deteriorated	23%	0	0
Can't say	1%	--	INDEX SCORE 56



Appendix A: Margins of error

The sample size for the 2019 State-wide Local Government Community Satisfaction Survey for Horsham Rural City Council was n=400. Unless otherwise noted, this is the total sample base for all reported charts and tables.

The maximum margin of error on a sample of approximately n=400 interviews is +/-4.8% at the 95% confidence level for results around 50%. Margins of error will be larger for any sub-samples. As an example, a result of 50% can be read confidently as falling midway in the range 45.2% - 54.8%.

Maximum margins of error are listed in the table below, based on a population of 15,300 people aged 18 years or over for Horsham Rural City Council, according to ABS estimates.

Demographic	Actual survey sample size	Weighted base	Maximum margin of error at 95% confidence interval
Horsham Rural City Council	400	400	+/-4.8
Men	191	192	+/-7.1
Women	209	208	+/-6.7
Horsham Area	291	299	+/-5.7
Rural Area	91	83	+/-10.3
Other	18	18	+/-23.8
18-34 years	54	106	+/-13.4
35-49 years	73	89	+/-11.5
50-64 years	96	72	+/-10.0
65+ years	177	133	+/-7.3



Appendix A: Significant difference reporting notation

Within tables and index score charts throughout this report, statistically significant differences at the 95% confidence level are represented by upward directing green (▲) and downward directing red arrows (▼).

Significance when noted indicates a significantly higher or lower result for the analysis group in comparison to the 'Total' result for the council for that survey question for that year. Therefore in the example below:

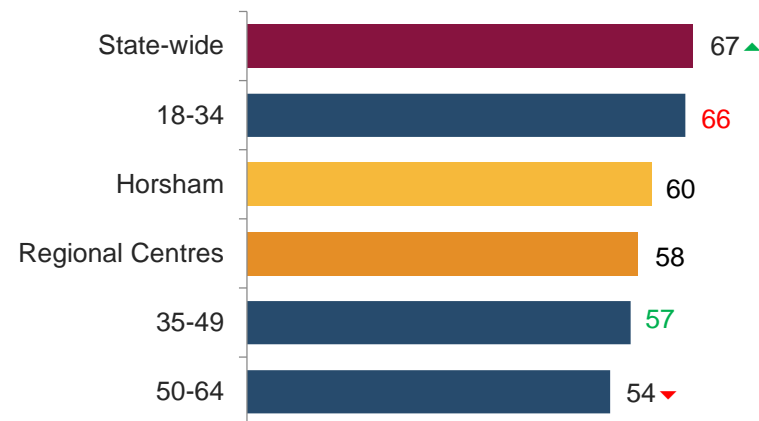
- ▲ The state-wide result is significantly higher than the overall result for the council.
- ▼ The result among 50-64 year olds is significantly lower than for the overall result for the council.

Further, results shown in green and red indicate significantly higher or lower results than in 2018.

Therefore in the example below:

- The result among 35-49 year olds in the council is **significantly higher** than the result achieved among this group in 2018.
- The result among 18-34 year olds in the council is **significantly lower** than the result achieved among this group in 2018.

Overall Performance – Index Scores
(example extract only)





Appendix A: Index score significant difference calculation

The test applied to the Indexes was an Independent Mean Test, as follows:

$$Z \text{ Score} = (\$1 - \$2) / \text{Sqrt} ((\$5^2 / \$3) + (\$6^2 / \$4))$$

Where:

- \$1 = Index Score 1
- \$2 = Index Score 2
- \$3 = unweighted sample count 1
- \$4 = unweighted sample count 2
- \$5 = standard deviation 1
- \$6 = standard deviation 2

All figures can be sourced from the detailed cross tabulations.

The test was applied at the 95% confidence interval, so if the Z Score was greater than +/- 1.954 the scores are significantly different.



Appendix B: Further project information



Appendix B: Further information

Further information about the report and explanations about the State-wide Local Government Community Satisfaction Survey can be found in this section including:

- Survey methodology and sampling
- Analysis and reporting
- Glossary of terms

Detailed survey tabulations

Detailed survey tabulations are available in supplied Excel file.

Contacts

For further queries about the conduct and reporting of the 2019 State-wide Local Government Community Satisfaction Survey, please contact JWS Research on

(03) 8685 8555 or via email:

admin@jwsresearch.com



Appendix B: Survey methodology and sampling

The 2019 results are compared with previous years, as detailed below:

- 2019, n=400 completed interviews, conducted in the period of 1st February – 30th March.
- 2018, n=400 completed interviews, conducted in the period of 1st February – 30th March.
- 2017, n=400 completed interviews, conducted in the period of 1st February – 30th March.
- 2016, n=400 completed interviews, conducted in the period of 1st February – 30th March.
- 2015, n=400 completed interviews, conducted in the period of 1st February – 30th March.
- 2014, n=400 completed interviews, conducted in the period of 31st January – 11th March.
- 2013, n=400 completed interviews, conducted in the period of 1st February – 24th March.
- 2012, n=400 completed interviews, conducted in the period of 18th May – 30th June.

Minimum quotas of gender within age groups were applied during the fieldwork phase. Post-survey weighting was then conducted to ensure accurate representation of the age and gender profile of the Horsham Rural City Council area.

Any variation of +/-1% between individual results and net scores in this report or the detailed survey tabulations is due to rounding. In reporting, ‘—’ denotes not mentioned and ‘0%’ denotes mentioned by less than 1% of respondents. ‘Net’ scores refer to two or more response categories being combined into one category for simplicity of reporting.

This survey was conducted by Computer Assisted Telephone Interviewing (CATI) as a representative random probability survey of residents aged 18+ years in Horsham Rural City Council.

Survey sample matched to the demographic profile of Horsham Rural City Council as determined by the most recent ABS population estimates was purchased from an accredited supplier of publicly available phone records, including up to 40% mobile phone numbers to cater to the diversity of residents within Horsham Rural City Council, particularly younger people.

A total of n=400 completed interviews were achieved in Horsham Rural City Council. Survey fieldwork was conducted in the period of 1st February – 30th March, 2019.



Appendix B: Analysis and reporting

All participating councils are listed in the State-wide report published on the DELWP website. In 2019, 63 of the 79 Councils throughout Victoria participated in this survey. For consistency of analysis and reporting across all projects, Local Government Victoria has aligned its presentation of data to use standard council groupings. Accordingly, the council reports for the community satisfaction survey provide analysis using these standard council groupings. Please note that councils participating across 2012-2019 vary slightly.

Council Groups

Horsham Rural City Council is classified as a Regional Centres council according to the following classification list:

Metropolitan, Interface, Regional Centres, Large Rural & Small Rural

Councils participating in the Regional Centres group are: Greater Bendigo, Greater Geelong, Horsham, Latrobe, Mildura, Wangaratta, Warrnambool and Wodonga.

Wherever appropriate, results for Horsham Rural City Council for this 2019 State-wide Local Government Community Satisfaction Survey have been compared against other participating councils in the Regional Centres group and on a state-wide basis. Please note that Horsham changed from being classified as a Large Rural Shire to being a Regional Centre from 2017, and as such comparisons to council group results before that time can not be made within the reported charts.



Appendix B: Analysis and reporting

2012 survey revision

The survey was revised in 2012. As a result:

- The survey is now conducted as a representative random probability survey of residents aged 18 years or over in local councils, whereas previously it was conducted as a 'head of household' survey.
- As part of the change to a representative resident survey, results are now weighted post survey to the known population distribution of Horsham Rural City Council according to the most recently available Australian Bureau of Statistics population estimates, whereas the results were previously not weighted.
- The service responsibility area performance measures have changed significantly and the rating scale used to assess performance has also changed.

As such, the results of the 2012 State-wide Local Government Community Satisfaction Survey should be considered as a benchmark. Please note that comparisons should not be made with the State-wide Local Government Community Satisfaction Survey results from 2011 and prior due to the methodological and sampling changes. Comparisons in the period 2012-2019 have been made throughout this report as appropriate.



Appendix B: Analysis and reporting

Core, optional and tailored questions

Over and above necessary geographic and demographic questions required to ensure sample representativeness, a base set of questions for the 2019 State-wide Local Government Community Satisfaction Survey was designated as 'Core' and therefore compulsory inclusions for all participating Councils.

These core questions comprised:

- Overall performance last 12 months (Overall performance)
- Lobbying on behalf of community (Advocacy)
- Community consultation and engagement (Consultation)
- Decisions made in the interest of the community (Making community decisions)
- Condition of sealed local roads (Sealed local roads)
- Contact in last 12 months (Contact)
- Rating of contact (Customer service)
- Overall council direction last 12 months (Council direction)

Reporting of results for these core questions can always be compared against other participating councils in the council group and against all participating councils state-wide. Alternatively, some questions in the 2019 State-wide Local Government Community Satisfaction Survey were optional. Councils also had the ability to ask tailored questions specific only to their council.



Appendix B: Analysis and reporting

Reporting

Every council that participated in the 2019 State-wide Local Government Community Satisfaction Survey receives a customised report. In addition, the state government is supplied with a state-wide summary report of the aggregate results of 'Core' and 'Optional' questions asked across all council areas surveyed.

Tailored questions commissioned by individual councils are reported only to the commissioning council and not otherwise shared unless by express written approval of the commissioning council.

The overall State-wide Local Government Community Satisfaction Report is available at <http://www.delwp.vic.gov.au/local-government/strengthening-councils/council-community-satisfaction-survey>.

Appendix B: Glossary of terms

Core questions: Compulsory inclusion questions for all councils participating in the CSS.

CSS: 2019 Victorian Local Government Community Satisfaction Survey.

Council group: One of five classified groups, comprising: metropolitan, interface, regional centres, large rural and small rural.

Council group average: The average result for all participating councils in the council group.

Highest / lowest: The result described is the highest or lowest result across a particular demographic sub-group e.g. men, for the specific question being reported. Reference to the result for a demographic sub-group being the highest or lowest does not imply that it is significantly higher or lower, unless this is specifically mentioned.

Index score: A score calculated and represented as a score out of 100 (on a 0 to 100 scale). This score is sometimes reported as a figure in brackets next to the category being described, e.g. men 50+ (60).

Optional questions: Questions which councils had an option to include or not.

Percentages: Also referred to as 'detailed results', meaning the proportion of responses, expressed as a percentage.

Sample: The number of completed interviews, e.g. for a council or within a demographic sub-group.

Significantly higher / lower: The result described is significantly higher or lower than the comparison result based on a statistical significance test at the 95% confidence limit. If the result referenced is statistically higher or lower then this will be specifically mentioned, however not all significantly higher or lower results are referenced in summary reporting.

Statewide average: The average result for all participating councils in the State.

Tailored questions: Individual questions tailored by and only reported to the commissioning council.

Weighting: Weighting factors are applied to the sample for each council based on available age and gender proportions from ABS census information to ensure reported results are proportionate to the actual population of the council, rather than the achieved survey sample.

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1. PURPOSE

The purpose of this policy is to provide guidance for the collection of rates and charges where the ratepayer is experiencing genuine financial hardship.

2. INTRODUCTION

The management and recovery of outstanding debt is an important aspect of Council's financial management function. Council derives a large share of its revenue from rates and charges, and therefore has a responsibility to ensure that all monies owing are collected in a timely, effective and efficient manner.

Horsham Rural City Council may provide alternative payment arrangements for property based debts to assist ratepayers deemed to be under financial hardship. Hardship assistance will only be granted to individuals experiencing hardship with regard to the rates on their principal place of residence.

3. SCOPE

This Policy applies to all Council staff who have responsibility to ensure collection of Council's rates and charges.

4. PRINCIPLES

4.1 General Principles

Council will enforce the legislative powers available under the *Local Government Act 1989* in the pursuit of outstanding rates and charges debts.

Council is committed to:

- Assisting ratepayers who are experiencing financial hardship
- Ensuring that the collection process is transparent
- Treating all people fairly, consistently, respectfully and with sensitivity
- Ensuring Council staff have the training and resources necessary to effectively and consistently manage ratepayer financial hardship
- All collection matters under this policy are strictly confidential

Where Council staff have identified that a ratepayer is experiencing financial hardship, outstanding rates and charges owed to the municipality shall be pursued in accordance with this policy.

4.2 Applications for Hardship

Ratepayers may apply to the Co-ordinator Revenue to have rates, interest and charges deferred, in whole or part. When assessing financial hardship applications, employees must be extremely aware of the financial, emotional, physical or psychological difficulties that the ratepayer may be experiencing. All applications for hardship assistance are to be assessed within 14 days of the application form being received and a written response on the outcome of the assessment returned to the applicant. Applications for hardship assistance are to be reviewed on a quarterly basis. Whilst reviewing



applications on a quarterly basis, the ratepayers will not be required to reapply or provide any further information. The ratepayer will be provided with an updated balance (if necessary) and may be contacted to discuss whether or not their circumstances have changed.

4.3 Types of assistance available:

The following types of assistance may be offered following the assessment by the Co-ordinator Revenue:

4.3.1 Payment Plans: A payment plan is a schedule of payments agreed to by both the Council and the ratepayer, which provides for flexible payment of debts after their due date has lapsed. Arrangements already entered into may be renegotiated on amount payable, incidence or length. Interest, if applicable, would continue to accrue. The arrangement will only apply for the year that the request is made and a new arrangement must be made for each rating year.

4.3.2 Interest Reduction: Interest reduction by way of an agreed interest free period may be negotiated. Assistance for interest reduction would have regard to the demonstrated efforts of the ratepayer to meet past and current payment obligations. A rates and charges deferral may be accompanied by a reduction in the penalty interest rates for the ratepayer. However, interest should continue to accrue on the deferred rates and charges in order to avoid 'redistributional' effect on the rate base from implementing such a policy.

4.3.3 Deferral of Payment: An account may be placed on hold for a set or indefinite period. This option would generally apply to long term cases of extreme financial hardship. Rates and interest continue to accrue throughout the period, although interest may be waived. Rates and charges are deferred until such time as the ratepayers circumstances improve or the property is sold or transferred to another entity. This option would generally apply to long term cases of extreme financial hardship, or where Council extends hardship assistance to self-funded pensioner and retiree ratepayers.

4.3.4 Waiver of Rates: Section 117A of the *Local Government Act 1989* allows Council to waive, in part, or in whole, any rate or charge, or any interest imposed for late payment. This provision is generally only used in circumstances of severe financial hardship, where the ratepayer is seeking professional financial assistance from a recognised financial counsellor or similarly qualified person. Council generally does not waive rates. This is to ensure that financial hardship assistance proffered to one ratepayer does not have a re-distributional effect on the rate base.

4.3.5 Centrepay: Automatic deductions may be made from ratepayers Centrelink payments. Anyone receiving Centrelink payments can apply to have a designated amount of their payment directed to the Council. Although this facility is free to Centrelink customers, there is a small charge to the Council for each transaction.

4.3.6 Sunset Clause: This policy caters for two different scenarios: (1) short-term financial hardship (up to one year), and (2) long term cases of financial hardship (most likely fixed income retirees).

In the first instance, arrangements should aim to clear the debt within 12 months at which time hardship assistance should cease.



In the second instance, hardship assistance will continue for an indefinite period, until such time as the ratepayer’s circumstances improve or the property is sold or transferred to another entity. In these cases, 50 percent of the Capital Improved Valuation, of the total amount of deferred rates and charges can accrue against the property.

4.4 EXTERNAL RESOURCES

Council officers are able to direct ratepayers to financial information services.

The Consumer Action Law Centre (<http://consumeraction.org.au>) is a not for profit provider of phone based and online financial counselling services. The financial counselling hotline can be reached on 1800 007 007. The free hotline is open from 9.30am to 4.00pm, Monday to Friday. The centre can also direct callers to their closest in-person service.

Financial Counselling Australia has developed online resources at www.debtselphelp.org.au. The website provides letter templates, fact sheets, information on financial counselling services and a debt management self-help tool.

Wimmera Uniting Care provides telephone and face-to-face financial counselling within our municipality. Contact the office at 185 Baillie Street Horsham, phone 5362 4000 or online at www.wuc.org.au.

5. COMMUNICATION

Horsham Rural City Council’s website, Horsham Rural City Council’s intranet

6. RESPONSIBILITY

Policy Owner: Co-ordinator Revenue

7. DEFINITIONS

Definition	Meaning
Financial Hardship	A situation where a ratepayer is unable, because of prolonged illness or unemployment, or other reasonable cause, to discharge their financial obligations to Council and the ratepayer reasonably expects to be able to discharge those obligations if payment arrangements were changed. Financial Hardship means an inability to fulfil a financial obligation, not an unwillingness to do so. The hardship may be short or long term, and will be considered on an individual basis.

8. SUPPORTING DOCUMENTS

Document	Location
Rates and Charges Debt Collection Policy	Website, Intranet
Local Government Act 1989	Internet

**9. DOCUMENT CONTROL**

Version Number	Approval Date	Approval By	Amendment	Review Date
001	7 December 2015	Council	New policy	
002	25 March 2019	Council	Reviewed and updated	25 March 2022
003	26 Aug 2019	Council	Reviewed and updated	26 Aug 2022



MAV State Council October 2019

Motion Submission Form

Motions must be submitted by one council but may be supported by other councils. The council submitting the motion will need to supply written confirmation from any council(s) listed as supporting the motion.

The Motion should be no longer than 250 words (1700 characters) and rationale no longer than 350 words (2400 characters).

* 1. Name of Motion

Advocate the state government to reduce the administrative and legislative compliance burden on small rural cemeteries

2. Motion (max 1700 characters)

That the MAV advocate to the state government seeking support for small rural cemeteries to eliminate the responsibilities and challenges with administrative and legislative compliance in order to reduce the burden on communities in their management of small local cemeteries.

* 3. Submitted By (Council name):

Horsham Rural City Council

4. Other supporting councils (please list councils that support this motion)(optional)

5. Please attach written confirmation from supporting councils.

Note file size limit is 16MB

Choose File

No file chosen

* 6. Is this motion supported by resolution of council?

Yes

7. If yes, please insert date of resolution

26 August 2019

8. Does the subject matter of this motion have state-wide significance to local government?

Yes

NOTE:

If you have answered "no" to Question 8, the proposed motion will be submitted to the MAV Board to determine whether the matter ought to be dealt with at the State Council Meeting, pursuant to Rule 21 of the MAV Rules 2013.

* 9. Does this motion relate to the MAV Strategic Plan 2019-2021

* Yes

10. If yes, please select the primary MAV Strategic Plan Priority to which the motion relates (choose one)

- Financial sustainability
- Waste & resource recovery
- Government relations
- Transport & infrastructure
- **Societal & social policy changes**
- Planning & building
- Business & digital transformation
- Climate impacts & emergency management
- Population change

* 11. Is this motion identical or substantially similar to a motion submitted to State Council in May 2018, October 2018 or May 2019?

* No

12. Rationale for Motion

All relevant background information in support of the motion should be included in the space provided for the rationale and not in attachments. The rationale should be no longer than 350 words (2400 characters).

Please provide the rationale for your proposed motion (max 2400 characters):

Horsham has 12 cemeteries across its municipality with 11 of these sitting in small to very small towns or communities. One of these has been managed by Council itself for a significant time with the remainder being individual cemetery trusts established under the Department of Health & Human Services. These trusts have found it challenging to recruit new trustees in communities where population is in decline and is also ageing considerably. Council is not resourced to manage more cemeteries.

The current requirements to manage a small rural cemetery are excessive including the need to manage day to day expenditures, contract in grave diggers, setting of fees, increasing compliance requirements including the need to undergo training by DHHS and the proper management and storage of records in secure and fire compliant conditions.

Currently there are only two classes of cemetery Class A&B. The introduction of a further Class C for small rural cemeteries with less onerous compliance requirements or administrative assistance from another tier of government may provide a solution.

Local Communities still provide significant volunteer time in the maintenance and presentation of local cemeteries whilst managing fatigue ageing and reduction in volunteer numbers often managed by a very small number of dedicated community minded people.

Local cemeteries have significant local history which is important on a much larger perspective often at state and national level.

13. Contact details - who shall we contact about this proposed motion?

Name and position	Mr Graeme Harrison
Council	Horsham Rural City Council
Email Address	Graeme.harrison@hrcc.vic.gov.au
Phone Number	03 53829 785

Goal & Outcomes	4 Year Priority - Description	Employee	Target	Status	% Comp	Comments	
1 - Community and Cultural Development							
0.1 Goal 1 - Strategic Indicators							
	0.1.01	100% completion of construction of the Kalkee Road Children's and Community Hub and commencement of operations by April 2018	Kevin O'Brien		Completed	100%	KOB Apr 18 - Construction completed.
	0.1.02	Completion of a detailed feasibility study for a multipurpose/indoor sports and community facility by December 2017	John Martin		Completed	100%	JM Jun 18 - Draft feasibility study has been completed.
	0.1.03	Work with the Horsham Historical Society to plan for and scope a new Heritage Centre by December 2017	Graeme Harrison		Completed	100%	SS Aug 18 - Feasibility study has been completed and the Consultant will present this to a Councillor Briefing in November/December.
	0.1.04	Securing funding for CBD Revitalisation Project Stage 1 - improved urban design by 31 December 2017.	Sunil Bhalla		Started	20%	SB Jul 19 - \$1.65 million election commitment by the coalition for City to River Stage 1. Further funding opportunities to be pursued after the masterplan is endorsed and staging confirmed.
	0.1.05	Develop plans for a Town Square by 31 December 2017.	Justine Kingan		Started	50%	JK Aug 19 - Potential location and concept of a town square tested through the targeted "city to River" engagement. Wider community engagement on potential location underway as part of "City to River".
1.1 Contribute to building a vibrant, diverse and resilient community							
	1.1.01	Pursue ongoing funding for a neighbourhood renewal program in Horsham North	Michael Bloyce		Started	100%	MB Jul 19 - Awaiting Vic Track remediation of subject land prior to initiation of discussions re acquisition of Railway corridor land. No further action required on this initiative at this stage (Horsham North project closed earlier by Martin Bride).
	1.1.02	Pursue funding for implementation of the Horsham North Urban Design Framework and Railway Corridor Master Plan	Michael Bloyce		Started	50%	MAB Jul 19 - No further action required on this initiative at this stage (Horsham North project closed earlier by Martin Bride).

Council Plan Half Yearly Report - 30 June 2019

APPENDIX 9.6A

Goal & Outcomes	4 Year Priority - Description	Employee	Target	Status	% Comp	Comments
	1.1.03 Facilitate ongoing development of community facilities at Cameron Oval, Laharum	Jason Newton		Completed	100%	MM Dec 16 - The Laharum and Haven Precinct plans have been finalised Council has submitted an application to RDV for works at the Laharum Hall but this was unsuccessful. Council is working with the Laharum Sports Inc regarding funding for Stage 1 works at the Cameron Oval. (Note listed as 95% complete in previous CP) now complete.
	1.1.04 Facilitate ongoing development of community facilities at Haven Recreational Reserve	Michael Bloyce		Started	20%	MAB Jul 19 - It is understood that works are scheduled to improve the car park between the tennis courts and the school. Otherwise, comment below is still valid.
	1.1.05 Complete construction of the Kalkee Road Children's and Community Hub and commence operations	Kevin O'Brien		Completed	100%	KOB Apr 18 - Construction completed.
	1.1.06 Implement Volunteer Management Framework	Tony Schneider		Started	75%	TSch Jul 19 - An extension of the implementation program until 30 June 2020 has been approved by EMT. This will provide a proper opportunity for the program worker to overcome resistance to the program and to ensure that the arrangements are properly embedded and made sustainable before the worker's appointment ends.
	1.1.07 Develop and implement an Indigenous Reconciliation Action Plan	Kevin O'Brien		Started	75%	KOB Jul 19 - Innovate Reconciliation Action Plan was endorsed by Reconciliation Australia on 21 May and formally launched, actions being implemented.
	1.1.08 Review future use of all kindergartens and Maternal & Child Health, post the Horsham North Children's Hub	Mandi Stewart		Started	70%	MS Jul 19 - Early Years Plan complete and awaiting approval of Council to go out for public comment. Kindergartens being assessed in a State-wide process in line with the three-year-old rollout.

Goal & Outcomes	4 Year Priority - Description	Employee	Target	Status	% Comp	Comments
	1.1.09 Develop a master plan for Dudley Cornell Reserve following the construction of the Children's Hub	Stefanie Jones		Started	95%	SJ Jul 19 - Open Space Strategy supports Dudley Landscape Plan. Plan will need to be updated as now superseded by change room works and tree removals.
	1.1.10 Support our local communities in developing community plans and strategies	Michael Bloyce		Started	60%	MB Dec 18 - Community Plan actions being implemented but further work to do.
	1.1.11 Implement recommendations from Innovate (Indigenous) Reconciliation Action Plan	Kevin O'Brien		Started	45%	KOB Jul 19 - Actions have commenced.
1.2 Develop a safe, active and healthy community, encouraging participation						
	1.2.01 Develop and progressively implement a plan for the redevelopment of the Horsham City Oval precinct	Michael Bloyce		Started	25%	MAB Jul 19 - Comment below is still valid.
	1.2.02 Encourage redevelopment of community facilities at the Horsham Showgrounds	Michael Bloyce		Started	85%	MAB Jul 19 - Will be informed by Social Infrastructure Plan, Open Space Strategy and Transforming Horsham initiatives.
	1.2.03 Complete a detailed feasibility study for a multipurpose/indoor sports and community facility	Jason Newton		Completed	100%	JM Jun 18 - Draft feasibility study has been completed.
	1.2.04 Implement outcomes from the multipurpose/indoor sports and community facility feasibility study	Kevin O'Brien		Started	15%	KOB Jul 19 - Draft Wimmera River and CAD Precinct Master Plan on exhibition.
	1.2.05 Development of the Health and Wellbeing Plan 2017	Michael Bloyce		Started	100%	MAB Jul 19 - Plan adopted. Implementation in co-operation with other agencies is underway.
	1.2.06 Support family violence prevention programs & initiatives	Kevin O'Brien		Started	90%	KOB Jul 19 - Act@Work program actions near full implementation.
	1.2.07 Development of Positive Ageing initiatives	Mandi Stewart		Completed	100%	MS Jul 19 - The project was successfully completed and has now become part of Council business through the action plan implementation.

Goal & Outcomes	4 Year Priority - Description	Employee	Target	Status	% Comp	Comments
	1.2.08 Review of Youth services in consultation with other agencies and develop a strategy	Mandi Stewart		Completed	100%	MS Mar 19 - Youth Strategy has been completed October 2018. We have now written implementation plan and begun with the employment of a Youth Planning and Engagement Officer.
	1.2.09 Activate the Wimmera River Precinct for the community and visitors (including lights and greater presentation)	Stephen Pykett		Started	70%	SP Jul 19 - Activation propositions have been developed as part of the draft City to River report. Community consultation is taking place to inform the development of the final strategy.
	1.2.10 Plan and progressively construct shared cycling and walking track paths along the Wimmera River -- from Riverside Bridge to Horsham Weir - both sides, including improvements to lighting and other facilities	Stefanie Jones		Started	75%	SJ Jul 19 - OSS recommend better and universal access along rivers. Justification complete. Planning and construction yet to occur.
	1.2.11 Improve presentation, lighting and walking track condition around the racecourse	John Martin		Completed	100%	JM Jul 19 - Works completed.
	1.2.12 Encourage the development of a riverside café	Stephen Pykett		Started	70%	SP Jul 19 - A riverside Cafe is an inclusion in the draft City to River project proposals. Community consultation is being undertaken to develop the final plan.
	1.2.13 Support planning for review of use of the Riverside Recreation Hub precinct as part of the Wimmera River strategy	Stefanie Jones		Started	5%	
	1.2.14 Determine Councils future role in Aged Care as a consequence of Commonwealth Government Aged Care reforms currently being undertaken	Kevin O'Brien		Started	60%	KOB Jul 19 - Consultant appointed and will present a report to Council in August and discuss options
	1.2.15 Support behaviours that reinforce respect and equality for women and address rising levels of family violence	Kevin O'Brien		Started	90%	KOB Jul 19 - Gender Equity Officer appointed to complete outstanding Act@Work actions.
	1.2.16 Support behaviours that reinforce respect and equality for all members of the community and address rising levels of violence generally	Kevin O'Brien		Started	85%	KOB Jul 19 - Communities of Respect and Equality Membership, Community of Practice.

Goal & Outcomes	4 Year Priority - Description	Employee	Target	Status	% Comp	Comments
	1.3 Contribute to cultural activities that enhance our community					
	1.3.01 Complete Business Plan to determine the viability and funding options for an artist in residence facility on the Wimmera River.	Michael Bloyce		Started	60%	MAB Jul 19 - Artist in Residence facility not now considered feasible on subject land as originally envisaged. Alternative options are now being investigated.
	1.3.02 Work with the Wesley Committee of Management to review arrangements associated with the Wesley PAC	Kevin O'Brien		Completed	100%	KOB Jul 19 - Council decision made re future ownership subject to compliance works being carried out.
	1.3.03 Develop a public art action plan	Michael Bloyce		Started	85%	MAB Jul 19 - Implementation underway with regular Advisory Committee oversight.
	1.3.04 Continue to develop the Horsham Cinema in the main cinema with improved seating, screen and sound in conjunction with the cinema operator	Kevin O'Brien		Started	90%	KOB Jul 19 - Proposed new lease will include further improvements to main cinema.
	1.3.05 Support the Horsham Historical Society with the Horsham Museum Project	Susan Surrige		Completed	100%	SS Mar 18 - The Feasibility Study is progressing well and the consultant expects to deliver a draft report to the committee by the end of March 2018. Once the Committee have endorsed the Final Report, the Committee and the consultant would like to present this to Council. The proposal at this draft stage is recommending a Regional Museum/Discovery Centre.
	1.3.06 Support the Arapiles Historical Society with the Natimuk Museum development	Michael Bloyce		Started	65%	MAB Jul 19 - Martin Bride has met with AHS a number of times but there hasn't been any concrete outcomes in terms of being able to open the old garage as a public building. They have adopted a Collections Policy and developed a strategic plan for the organisation. These are part of the necessary conditions for accreditation with Museums Australia Victoria.

Goal & Outcomes	4 Year Priority - Description	Employee	Target	Status	% Comp	Comments
	1.3.07 Form a stronger relation with Wimmera Machinery Field Days committee and their major and significant event in the municipality.	Stephen Pykett		Started	5%	SP Jul 19 - A proposal outlining support required from council for the 2020 Field days has been received by council, Economic Development unit and Wimmera Machinery Field Days will continue to work through this proposal and opportunities to increase the notice given to council for permits and assessments ahead of the event.
	1.3.08 Review service levels for rural hall operational costs, safety and amenity upgrades	Michael Bloyce		Started	20%	MAB Jul 19 - Infrastructure Directorate is now investigating Small Hall operational costs and ongoing asset renewal issues.
	1.3.09 Seek funding for Stage 2 Horsham Museum Project	Susan Surridge		Not Started	0%	
1.4 Develop the municipality as a desirable place to live, work and enjoy for people of all ages and abilities						
	1.4.01 Work with other Councils and relevant agencies to prepare rollout of the National Disability Insurance Scheme	Kevin O'Brien		Completed	100%	KOB Jul 19 - Transition commenced in October 2017. Completed in December 2018.
	1.4.02 CBD Revitalisation Project – 2016-2025 Stage 1 - improved urban design	Angela Murphy		Started	10%	AM Mar 19 - Considered as part of the Wimmera River/CAD Visioning Project.
	1.4.03 CBD Revitalisation Project – 2016-2025 Stage 2 - Town Square	Angela Murphy		Started	50%	AM Mar 19 - Considered as part of the Wimmera River/CAD Visioning Project.
	1.4.04 Work with Victrack to improve linkages between Horsham North and wider Horsham	John Martin		Completed	100%	JM Dec 16 - Works on initial project largely complete. Further scoping required for future works.
	1.4.05 Review the Domestic Animal Management Plan	Lauren Coman		Started	40%	LC May 2019 - Underway.
2 - Sustaining the Economy						
0.2 Goal 2 - Strategic Indicators						
	0.2.01 Complete Stage 1 infrastructure development at the Wimmera Intermodal Freight Terminal Precinct by December 2018	Angela Murphy		Started	15%	AM Jun 19 - Funding of \$1.25 million confirmed for the project by State Government. Infrastructure design is 80% complete in preparation for tender.

Goal & Outcomes	4 Year Priority - Description	Employee	Target	Status	% Comp	Comments
0.2.02	Implement the outcomes from the Visitor Information Centre review by 30 June 19	Angela Murphy		Started	30%	AM Jun 19 - Review of Visitor Information Centres by Grampians Tourism is due to be presented to Councils. Council has had an interim briefing on the project.
2.1 Cultivate opportunities for the municipality to prosper and pursue possibilities for new development						
2.1.01	Progress implementation of the Wimmera Intermodal Freight Terminal Precinct Plan and encourage opportunities for the establishment of associated industries including the mining sector	Stephen Pykett		Started	30%	SP Jul 19 - WIFT Precinct Development Plan and WIFT Masterplan adopted by Council at the June 2019 Ordinary Council meeting
2.1.02	Work with the economic and community sectors to maximise opportunities arising from the national broadband rollout, including training and awareness of on-line retail business opportunities	Stephen Pykett		Started	75%	SP Jul 19 - Localised Wimmera business to business platform has approximately 30 business profiles from Horsham loaded. Business engagement to secure additional uptake is ongoing. A launch date is not yet set.
2.1.03	Develop an Economic Development strategy	Stephen Pykett		Completed	100%	SP Aug 18 - Economic Development Strategy adopted by Council on 19 February 2018.
2.1.04	Support development opportunities facilitated by the Wartook Valley strategy	Justine Kingan		Started	30%	JK Aug 19 - Draft amendment documents that seek to implement the Wartook Strategy are currently being prepared in consultation with DELWP. When completed (subject to capacity and competing strategic priorities) a decision will be sought from Council to proceed with the formal Planning Scheme Amendment process.
2.1.05	Facilitate further development of the Aerodrome Industrial Estate	Angela Murphy		Not Started	0%	AM Jun 19 - completed second workshop with Council and users to review business plan and undertake technical review of the master plan.
2.1.06	Develop partnerships with industry groups and government	Stephen Pykett		Started	50%	SP Jul 19 - Ongoing, working with RDV, DELWP, Parks Victoria, Grampians Tourism, Visit Victoria, Victorian Tourism Industry Council, Business Horsham, WDA, DEDJTR (now Dept Jobs, Precincts and Regions).

Goal & Outcomes	4 Year Priority - Description	Employee	Target	Status	% Comp	Comments
	2.1.07 Support investigations into the community service station at Natimuk	Angela Murphy		Completed	100%	
2.2 Support initiatives for improved transport services in and around the municipality						
	2.2.01 Work with the business sector to maximise opportunities of the proposed Horsham bypass and work with the community to minimise social and environmental impacts including the Aerodrome and other community assets	Stephen Pykett		Removed	15%	Removed following Council Plan Review - adopted 24/06/19.
	2.2.02 Support a Western Highway by-pass of Horsham	John Martin		Completed	100%	SB Mar 19 - Council working on Urban Transport plan for Horsham to address truck traffic issues on all highways including Western Highway.
	2.2.03 Explore, with reference to current planning activities being undertaken, opportunities for improved timetabling and passenger rail and bus services to Horsham from outside and within the region (including Horsham to Halls Gap, Melbourne and Adelaide)	Sunil Bhalla		Started	80%	SB Jul 19 - Ongoing advocacy through the federal election and recent meetings with State Ministers and elected members. CEOs to meet shortly with Department of Transport bureaucrats to progress the discussion.
	2.2.04 Investigate the impacts of the relocation of the rail line out of the town area	John Martin		Not Started	0%	JM Jul 19 - Not yet started.
	2.2.05 Review Municipal Parking strategy	Angela Murphy		Completed	100%	AM Feb 18 - Municipal Parking Strategy endorsed by Council in December 2017.
	2.2.06 Conduct a review of the roads service to encompass levels of service, construction and maintenance methods (including cost efficiency)	Krishna Shrestha		Started	1%	KS Jul 19 - A review team to be formed by 31 July 2019 for: development of scenario model for various level of service for rural road infrastructure; and development of optimum construction and maintenance methods. A report with recommendation will be presented to EMT in October 2019.
	2.2.07 Horsham Integrated Transport Strategy completed, including: <ul style="list-style-type: none"> • Stage 2 – Horsham urban area • Stage 3 – Rural areas of municipality 	John Martin		Started	45%	JM Jul 19 - Workshops about to commence to develop draft plan.

Goal & Outcomes	4 Year Priority - Description	Employee	Target	Status	% Comp	Comments
	2.2.08 Develop a plan for a further vehicle bridge across the Wimmera River and determine the timing when this should be constructed.	John Martin		Started	5%	JM Jul 19 - Being considered as part of Horsham Urban Transport Plan.
	2.2.09 Support the development of the Grampians Way (ring road) - 'Stage 1 Mt Zero Access Road, Stage 2 Establish Picnic sites/viewing areas and signage, Stage 3 Seal remaining North West alignment (Winfield Rd north of Plantation Rd)	Angela Murphy		Started	60%	AM Mar 19 - No further activity, looking for funding opportunities to advance.
	2.2.10 Provide input to VicRoads on the redevelopment of the Western Highway/Hamilton Road/Golf Course Road intersection	John Martin		Started	50%	JM Jul 19 - A draft design has been prepared by RRV. Input from HRCC has included ensuring consideration of bike paths.
	2.2.11 Continue to monitor and review car parking requirements in and around the CBD	Lauren Coman		Not Started	0%	
	2.2.12 Investigate suitable locations for motorhome parking in Horsham	Lauren Coman		Not Started	0%	
2.3 Increase visitors to the municipality						
	2.3.01 Investigate opportunities for the development of the Green Lake/Dock Lake recreational precinct	Stefanie Jones		Started	50%	SJ Jul 19 - Recommended in OSS - Planning for opportunities not yet commenced.
	2.3.02 Pursue opportunities for improvements at the Police Paddock Reserve/Horsham North including walking and bike tracks in the vicinity	Stefanie Jones		Started	50%	SJ Jul 19 - Supported in OSS. Improvements to path network, name change and more seating recommended. Exact improvements yet to be scoped and costed.
	2.3.03 Support the development of the Grampians Peak Trail	Stephen Pykett		Started	60%	SP Jul 19 - Additional work taking place with businesses seeking to develop accommodation offerings close to the Mount Zero Trailhead.

Goal & Outcomes	4 Year Priority - Description	Employee	Target	Status	% Comp	Comments
	2.3.04 Explore opportunities from the 2017-18 Australian and International Motocross Events	Christopher McClure		Completed	100%	SP Mar 19 - Event held. Visitor Information Centre support with accommodation information for teams and attendees. Horsham Town Hall and Business Development advised local businesses of potential increased patronage. Event debriefs were undertaken with council and emergency services.
	2.3.05 Investigate marketing and funding through the RMIT for the Zero to Nhill Trail	Christopher McClure		Not Started	0%	CM Jul 19 - This project has not progressed.
	2.3.06 Investigate opportunities and plan for possible bike trails, Green Lake to Horsham, Horsham to Natimuk, Wartook to Zumsteins	Stephen Pykett		Started	50%	SP Mar 19 - Input into Grampians Cycling Trails Master Plan included priority projects. Report being finalised.
2.4 Promote Horsham as a regional city						
	2.4.01 Support the WDA initiative to promote a Grains Centre of Excellence	Stephen Pykett		Started	30%	SP Jul 19 - No further development due to recruitment of new Executive Officer.
3 - Asset Management						
0.3 Goal 3 - Strategic Indicators						
	0.3.01 Develop a consultative process for community input into road construction and maintenance priorities for input to the 2018-19 budget, by December 2017	John Martin		Completed	100%	JM Aug 18 - Implemented in 2018-19 budget consultation process. Improved approach to community input to be developed latter part of 2018.
	0.3.02 Finalise preparation of asset management plans for all main asset groups by June 2018	John Martin		Started	70%	JM Jul 19 - Significant work has occurred in most asset groups developing detailed inventory of all assets.
	0.3.03 Implement improved asset management and maintenance management systems by December 2017	John Martin		Started	50%	JM Jul 19 - Reporting systems and link to customer response system being developed to integrate maintenance system with other Council systems.
	0.3.04 Complete, or commit via contracts, 90% of infrastructure works (by value) within the planned financial year	John Martin		Started	98%	JM Jul 19 - % to be calculated. hieved

Goal & Outcomes	4 Year Priority - Description	Employee	Target	Status	% Comp	Comments	
	3.1 Determine infrastructure needs and expectations through consultation with developers and the community						
	3.1.01	Develop improved pedestrian access (bridges) across the Wimmera River in Horsham, in partnership with land developers	John Martin		Started	50%	JM Jul 19 - On hold pending completion of Transport Plan.
	3.1.02	Undertake a review of Council infrastructure asset holdings to ensure they meet future community needs and longer term implications of ownership	Krishna Shrestha		Started	30%	KS Jul 19 - Infrastructure Services asset team will continue on development of financial model for sustainably managing assets within the LGA. Practical and realistic asset life will be considered in long term financial modelling. This analysis will provide direction towards whether our focus should be more on renewal or we still can invest on capital upgrades or new assets. The analysis to be completed in December 2019.
	3.1.03	Purchase additional land for hangar space at Aerodrome including access-way development	Angela Murphy		Not Started	0%	AM Jun 19 - Completed second workshop with Council and users to review business plan and undertake technical audit of master plan
	3.1.04	Development of an Aerodrome Master Plan and implementation of planning overlays to protect the future development space of the Aerodrome	Angela Murphy		Started	25%	AM Mar 19 - Aerodrome Review of the Business plan to commence in April 2019. Overlays already there.
	3.1.05	Develop a prioritised plan for upgrade of community recreation facilities	Stefanie Jones		Started	70%	SJ Jul 19 - More concise and justified priority list to come out of OSS and involved greater planning in ROSP team.
	3.1.06	Implement a cyclic renewal program for all public convenience facilities in the Horsham central business district and across the municipality	John Martin		Started	10%	JM Jul 19 - On hold pending outcomes of City to River and Open Space Strategy.
	3.1.07	Undertake master planning and major refurbishment of the Aquatic Centre	Kevin O'Brien		Started	75%	KOB Jul 19 - Wet deck works including new pool shell and concourse commenced in June.
	3.1.08	Develop improved park and street tree policy as an 'urban forest plan'	Stefanie Jones		Started	10%	SJ Jul 19 - UFP under tender evaluation. Project on hold until further notice due to scoping and budget requirements.

Goal & Outcomes	4 Year Priority - Description	Employee	Target	Status	% Comp	Comments
	3.1.09 Identify and develop new off street parking areas on CBD fringe	Angela Murphy		Started	10%	AM Mar 19 - To be considered as part the Parking Plan to review restrictions and infrastructure.
	3.1.10 Develop a master plan of streetscape themes and service levels for existing streets and new developments	John Martin		Started	5%	GN Mar 19 - Tree data for CBD has been completed to understand the canopy structure which will then feed into the Urban Forest Plan.
	3.1.11 Investigate better footpaths for Natimuk	John Martin		Started	10%	JM Jul 19 - Some upgrade works completed.
3.2 Ensure projected financial and physical programs that reflect infrastructure needs						
	3.2.01 Implementation of the Civic Centre Redevelopment Plan	Graeme Harrison		Started	10%	GH Jul 19 - Tenders came in well over budget, alternatives are being explored to deliver the outcomes within the available budget.
	3.2.02 Confirm and undertake design and planning for the relocation of the municipal depot including potential co-location of Tech Services planning and delivery staff	John Martin		Started	60%	JM Jul 19 - Major focus at present on assessing contamination of existing depot site.
	3.2.03 Review and update Road Management plan	Ram Upadhyaya		Completed	100%	JM Aug 17 - Completed June 2017.
3.3 Maintain asset management systems that will assist planning asset maintenance and capital renewal						
	3.3.01 Develop a maintenance and replacement schedule for all groups of assets managed by Council, including heritage listed buildings	Krishna Shrestha		Started	60%	KS Jul 19 - Transport infrastructure asset maintenance is being trialled using functionality of REFLECT software. Inspections will be carried out in planned fashion followed by defect remediation. A detailed review of condition of asset is planned to be completed by September 2019. Once completed, a replacement schedule will be developed by October 2019.
	3.3.02 Develop and implement asset management plans for all nominated asset groups to assist with long term financial and asset management planning and legislative requirements - involve the community in the process	Ram Upadhyaya		Started	75%	RU May 19 - Same as element code 1.01

Goal & Outcomes	4 Year Priority - Description	Employee	Target	Status	% Comp	Comments
	3.3.03 Develop and implement a fair and transparent pricing policy for all of Council's community facilities	Stefanie Jones		Started	75%	SJ Jul 19 - Pricing policy being developed between Graeme Harrison, Kerry Bell and Mandy Kirsopp. Policy yet to be completed.
3.4 Deliver works to develop and maintain Council's physical assets for long term sustainability, amenity and safety						
	3.4.01 Develop infrastructure that encourages greater participation and use of alternate transport options to the city (eg, walking, gophers, cycling and public transport) - consider the incorporation of dedicated cycling lanes initially with priority routes, based on outputs from the Horsham Urban Transport Network Plan for all new road construction	John Martin		Started	30%	JM Jul 19 - This is a major focus of the Urban Transport Plan which is well advanced.
	3.4.02 Master plan preparation for the Livestock Exchange including potential items such as: roofing to cover yards, electronic ramps to replace manual ramps, compost turner and Radio Frequency Identification (RFID), solar panels and water capture.	John Martin		Completed	100%	JM Aug 18 - Plan adopted. Now implementing actions - Roofing #1 priority.
	3.4.03 Develop and review the Sports and Recreation Strategy	Stefanie Jones		Started	95%	SJ Jul 19 - Review of S&R Strategy completed with Sport & Recreation Advisory Committee in February 2019. Taken to Council Mar 2019. Will be superseded by Open Space Strategy. Actions still to be implemented from S&R Strategy.
	3.4.04 Develop additional off leash areas for dogs	Stefanie Jones		Completed	80%	SJ Jul 19 - More off leash dog areas to be developed after community engagement to understand gaps/requirements for community.
	3.4.05 Develop improved entrances to all towns (street signage and landscapes)	Angela Murphy		Started	25%	AM Mar 19 - Branding to be identified as part of the Wimmera River/CAD strategy.
	3.4.06 Investigate and plan Wesley PAC refurbishment and Jubilee Hall upgrade	Kevin O'Brien		Started	80%	KOB Jul 19 - Jubilee Hall works completed, Wesley refurbishment to be carried out by the committee then transfer of ownership.

Goal & Outcomes	4 Year Priority - Description	Employee	Target	Status	% Comp	Comments
3.4.07	Investigate other options for the Wimmera Sports Stadium	Michael Bloyce		Completed	100%	SJ Jul 19 - Covered by City to River project (Justine Kingan). Not a ROSP project. MAB July 19 - Superseded by Sports Facilities Demand Study recommendations.. No further action required.
4 - Governance and Business Excellence						
0.4 Goal 4 - Strategic Indicators						
0.4.01	Complete an engagement process by 30 Jun 18, with community, for the 2018/19 Council Plan and Budget cycle that is more deliberative and explains the "why" of council services	Graeme Harrison		Started	50%	GH Jul 19 - No further work has been undertaken on this item during the last 12 months.
0.4.02	Maintain staff turnover rates at under 10%	Graeme Harrison		Started	50%	GH Jul 19 - Staff turnover for the 12 months to 30 Jun 2019 was 11.55%.
0.4.03	Increase overall score in the Community Satisfaction Survey	Graeme Harrison		Started	50%	GH Jul 19 - The Overall Performance score increased by 1 point from 54 to 55 which is below the regional centres score of 58 and the state-wide score of 60. Action plans have been developed to further improve in this measure.
0.4.04	Implement a new HRCC External website	Graeme Harrison		Completed	100%	GH Jul 19 - A review is underway of the new website to identify what further improvements may be made.
4.1 Continuously improve communication and engagement with the community through effective consultation						
4.1.01	Review the rates strategy and implement	Graeme Harrison		Completed	100%	GH Jul 19 - Rating Strategy & Rating Policy have been adopted following extensive community consultation process.
4.1.02	Feedback to Community on engagement clearly explaining "why" Council delivers the services that it does	Graeme Harrison		Started	50%	GH Jul 19 - No further work has been undertaken on this item since Mar 2019.
4.1.03	Prepare for a more deliberative approach to community engagement following the adoption of the major revisions to the Local Government Act including seeking community ideas for prosperity.	Graeme Harrison		Started	20%	GH Jul 19 - Still on hold pending new LG Act.

Goal & Outcomes	4 Year Priority - Description	Employee	Target	Status	% Comp	Comments
	4.1.04 Review our communications methods with a view to increasing electronic engagement with our customers and the community	Graeme Harrison		Started	80%	GH Jul 19 - A range of activities have been implemented including use of Community Map, Electronic on-line forms for all engagement, use of social media and the establishment of an electronic newsletter.
	4.2 Manage risk to the organisation					
	4.2.01 Review programs for savings/cancellation of services	Graeme Harrison		Started	30%	GH Jul 19 - Business Efficiency role has yet to be engaged.
	4.2.02 Implement a robust financial and performance management system	Heather Proctor		Completed	100%	GH Jul 19 - Financial & Performance Reporting Framework was updated in May 2019.
	4.2.03 Respond to emerging risks through the strategic risk register and internal audit	Tony Schneider		Completed	100%	TSc Jul 19 - Strategic risk register reviewed quarterly and presented to the Risk Management Committee for update and then to the Audit Committee. This regular process ensures an opportunity for changing/developing/emerging risks to be considered and revised/added/deleted, etc

Goal & Outcomes	4 Year Priority - Description	Employee	Target	Status	% Comp	Comments
	4.3 Be an employer of choice					
	4.3.01 Investigate opportunities for participating in employee exchange programs	Tony Schneider		Completed	100%	TSc Nov 18 - The recent staff restructure and the many changes associated with it has meant that to some extent exchanges and sharing are occurring as a matter of course, with various people moving into new departments and working with different people and managers/supervisors. This, coupled with the office accommodation changes, has meant that an additional layer of organised change is no longer appropriate and will not be for the foreseeable future . As with previous updates, and in addition to the exchanges and sharing occurring naturally, there has been some other opportunities that have arisen - such as the recent internal transfer of a member of the customer service team to the visitor information centre, and the secondment of a customer service officer to the community safety unit. Exchanges and sharing are beginning to happen more naturally and more frequently as a consequence of the implementation of this priority and an associated change of culture.

Goal & Outcomes	4 Year Priority - Description	Employee	Target	Status	% Comp	Comments
	4.3.02 Pursue implementation of Council's Workforce Strategy and identify opportunities for indigenous/migrant employment	Tony Schneider		Completed	100%	TSc Nov18 - The trainee position at the Town Hall/Art Gallery previously referred to is still being considered, owing to the need to prioritise other staff changes that have been occurring at that facility. In the meanwhile the traineeship in the Records Unit that had ended, has been re-activated and an indigenous appointment made and commenced. The position at the Visitor Information Centre is shortly due to end but given the review of VIC operations is still pending, re-filling of this position is not proposed. It is anticipated that the current budget for indigenous employment opportunities (including incentive payments and any other support/assistance that is available) will be fully expended, therefore the scope to do more in this area is not foreseeable and the objective has been met (as we are best able to).
4.4 Achieve high standards of organisational performance						
	4.4.01 Widen the implementation of the Merit Customer Service request tracking system across the organisation	Graeme Harrison		Completed	100%	GH Mar 19 - This now has essentially been completed, like all such systems an ongoing continual improvement process and review will be in place.
	4.4.02 Develop an ICT Strategy for Council including GIS capabilities	Cameron Gerlach		Started	25%	GH Jul 19 - RCTP funding has been successful. It is anticipated that a digital assessment will be carried out as part of the RCTP Program in order to develop a digital roadmap for future investment.
	4.4.03 Develop a Management Strategy for Council's record and data management systems	Rosemary Lehmann		Started	25%	RL Jul 2019 - The money has been set aside in the budget for a replacement system and may be included as part of the shared services in the rural Councils transformation program project.

Goal & Outcomes	4 Year Priority - Description	Employee	Target	Status	% Comp	Comments
	4.4.04 Embrace new technology in order to achieve greater efficiencies and outcomes across the organisation	Cameron Gerlach		Started	50%	CG May 19 - New and updated technologies continue to be implemented throughout council. Recently implemented technology has allowed for: Improved network connectivity and reliability, remote access for mobility and flexible work hours/environment, easier use of meeting spaces visual and audio.
	4.4.05 Maintain sister city relationships as a means of facilitating business, educational and cultural networks and exchanges	Sunil Bhalla		Started	60%	SB Jul 19 - Request received recently for a possible visit by the Chinese delegation in October 2019. Details to be confirmed.
	4.4.06 Review the Name and Address Register (NAR) database to create single name and address database	Teagan Harvey		Completed	100%	TH Jun 19 - Data remediation and training completed in March 2019. All necessary data has been cleansed. This needs to be checked on a monthly basis, and is in Teagan Harvey and Karen Telfer's objectives for each year.
	4.4.07 Renew HRCC external website	Graeme Harrison		Completed	100%	GH Jul 19 - A review is underway of the new website to identify what further improvements may be made.
	4.4.08 Manage the implementation of the major revision to the Local Government Act	Graeme Harrison		Started	20%	GH Jul 19 - New Local Government Act has yet to go before parliament. Expect this to occur at some point during 2019-20.
	4.4.09 Review need for more HR resources	Sunil Bhalla		Completed	100%	GH Feb 18 - A staff member has now been appointed to this role and systems and processes are now being reviewed.
	4.4.10 Work with surrounding Shires to identify opportunities for shared services	Sunil Bhalla		Started	75%	SB Mar 19 - Council currently participating in the Rural Council Transformation Program in a group of nine Councils to develop a common IT platform and shared services model.

Goal & Outcomes	4 Year Priority - Description	Employee	Target	Status	% Comp	Comments
4.4.11	Support training and programs relating to family violence and gender equality	Kevin O'Brien		Completed	100%	KOB Jul 19 - Act@Work Program completed with action plan being implemented. New staff being provided training opportunities through Women's Health Grampians and also information provided through induction.
4.4.12	Support cultural awareness training and programs	Kevin O'Brien		Completed	100%	KOB Jul 19 - Majority of staff have completed cultural awareness training, new staff trained as part of induction.
5 - Natural and Built Environments						
0.5 Goal 5 - Strategic Indicators						
0.5.01	Update and promote our Sustainability Strategy by June 2018	John Martin		Started	5%	JM Jul 19 - Scope of strategy developed, work to commence in August 2019.
0.5.02	Install solar panels on at least two Council buildings by June 2018	John Martin		Completed	100%	JM Aug 18 - 5 buildings being investigated, with potential for grant to maximise value of Council contribution. Report due September 2018, budget available for these works.
0.5.03	90% of planning permits issued within the 60 day statutory period	Angela Murphy		Started	80%	AM Jun 19 - Better Approvals program and training is almost complete - planning launch of program.
0.5.04	Complete at least one major strategic planning review prior to 30 Jun 18	Angela Murphy		Completed	100%	AM Feb 18 - WIFT Planning Scheme Amendment gazetted in December 2017.
5.1 Promote sustainability by encouraging sound environmental practice						
5.1.01	Investigate opportunities for the use of Renewable energy for Council facilities including implementing a Biomass Boiler system at the Aquatic Centre and Solar Panels where feasible on Council buildings and facilities	John Martin		Started	30%	JM - Jul 19 - Tender out for panels to several Council buildings at present.

Goal & Outcomes	4 Year Priority - Description	Employee	Target	Status	% Comp	Comments
5.1.02	Review Council's Environment Sustainability Strategy and lead the community in environmentally sustainable practices to improve management of our natural environment	Jared Hammond		Started	70%	JWH Jul 19 - Consultant engaged for the below mentioned Sustainability Strategy. The LGES program mentioned below has been implemented, and has successfully progressed through Stages 1 and 2, and is currently in Stage 3.
5.1.03	Develop a Climate Change Response Strategy for Council operations	John Martin		Started	5%	JM Jul 19 - Part of Sustainability Strategy. Scope of strategy developed, work to commence in August 2019.
5.1.04	Support the Natimuk Community Energy Project	Angela Murphy		Started	10%	AM Mar 19 - Supported through Council loan to lodge application in 2018.
5.1.05	Establish a sustainability reserve for the ongoing funding of sustainability related projects.	Krishna Shrestha		Started	5%	KS Jul 19 - Current funding planned to be used for some solar panel installations currently out to tender.
5.1.06	Develop and implement a Waste Management Strategy - investigate a waste to energy project	John Martin		Started	75%	JM Jul 19 - Focus of waste strategy is on introduction of a green waste service by July 2020. Funding for waste to energy project investigation is in 2019-20 budget.
5.1.07	Explore GWM recycled water use within the community	John Martin		Started	10%	JM Jul 19 - Government funding received for detailed investigation of reusing Horsham reclaimed sewerage water. Consultants work to commence shortly.
5.1.08	Optimise use of water basins - capturing storm water	John Martin		Not Started	0%	
5.1.09	Investigate and support renewable energy opportunities throughout the municipalities	Stephen Pykett		Started	40%	SP Jul 19 - Working with two separate organisations seeking to place Electric Vehicle charging facilities in Horsham.
5.1.10	Investigate options for shade at sporting facilities, recreational facilities and public spaces across the municipality.	Stefanie Jones		Started	90%	SJ Jul 19 - As per below. Potential shade at Dudley using Little Aths grant funds. No other shade projects planned.

Goal & Outcomes	4 Year Priority - Description	Employee	Target	Status	% Comp	Comments	
	5.2 Plan for rural and urban land use to create a sustainable municipality for the future						
	5.2.01	Complete the Horsham South Structure Plan	Justine Kingan		Started	30%	JK Aug 19 - Mesh Planning were engaged by Council in February 2019 to prepare the Horsham South Issues and Opportunities paper, due for completion in December 2019. This background report will direct the final Structure Plan, of which, will be partly funded by the Victorian Planning Authority.
	5.2.02	Complete the Rural Land Use Strategy	Justine Kingan		Started	30%	JK Aug 19 - A project charter has been drafted with the preparation and appointment of a consultant likely to commence in 2019/20 subject to competing strategic priorities.
	5.2.03	Complete the Public Open Space Strategy	Stefanie Jones		Started	40%	SJ Jul 19 - OSS currently out for Public Comment until 24 July 19.
	5.2.04	Complete the Wimmera River Corridor Strategy	Justine Kingan		Completed	100%	JK Aug 19 - Wimmera River Corridor Strategy completed and use to help inform the draft Open Space Strategy and City to River Background Report.
	5.2.05	Review and further develop planning controls for heritage items through the completion of heritage studies	Justine Kingan		Started	66%	JK Aug 19 - No progress to report.
	5.2.06	Encourage the upgrade of heritage facades on shop fronts along key retail strips and investigate possible contributions from Councils commercial property reserve	Stephen Pykett		Started	25%	SP Mar 2019 - Design of CAD is a consideration included in the CAD and Wimmera River strategic planning project. Currently under development with report expected by mid 2019.

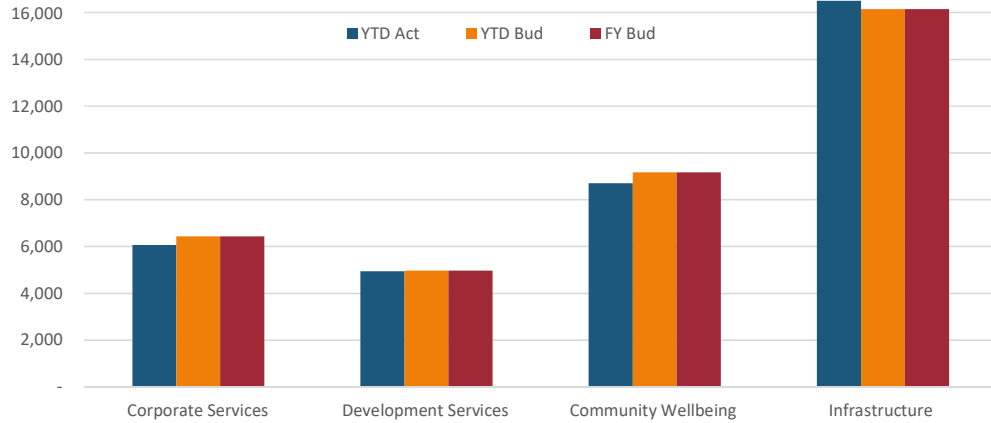
Goal & Outcomes	4 Year Priority - Description	Employee	Target	Status	% Comp	Comments
5.2.07	Amend the Planning Scheme to implement the recommendations from flood investigations	Justine Kingan		Started	20%	JK Aug 19 - Consultation with DELWP and WCMA currently in progress, with a decision to run one amendment process for all existing investigations. WCMA are currently consulting with the community on the Horsham/Wartook Flood Investigation in order finalise the study. Upon finalising, Council will commence preparing the draft amendment documents in collaboratin with DELWP and WCMA before seeking a decision from Council to commence the formal amendment process.
5.2.08	Implement selected recommendations from the Wimmera River Project Report	Justine Kingan		Not Started	0%	

Finance & Performance Report - 30 June 2019

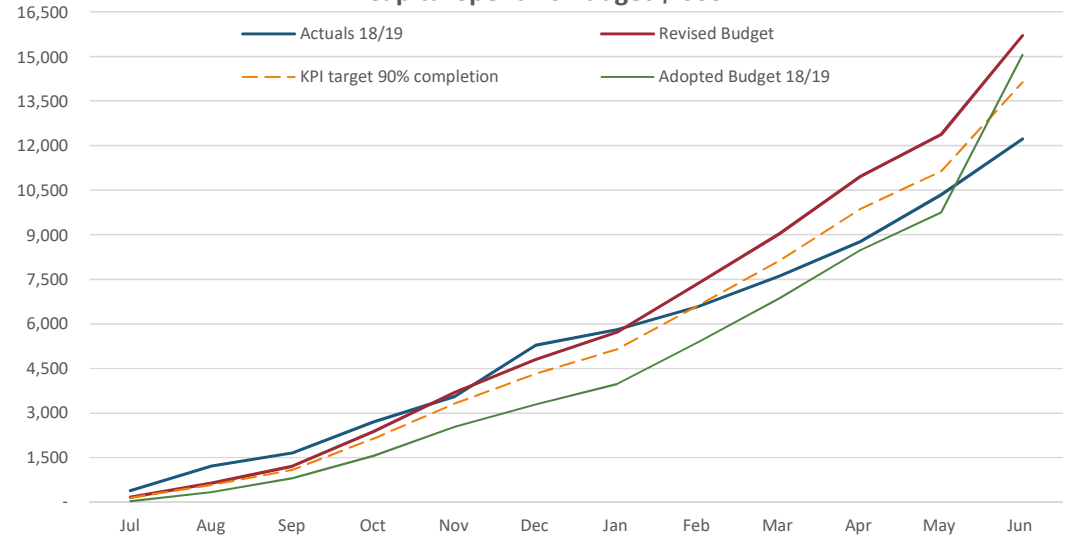
Financial Snapshot

APPENDIX 9.7A

Service Delivery \$'000



Capital Spend vs Budget \$'000



FINANCE & PERFORMANCE OBSERVATIONS:

Service Delivery

As previously reported, most departments are tracking a little under YTD budgets, more noticeably in Community Wellbeing where several staff vacancies have had delays being filled, a change in demand for HACC services & a reduction to Rural Disability program after deciding not to apply for further grants. The Infrastructure Services overspend is grant funded works not originally budgeted (synthetic bowling green & rural tennis court repairs).

Capital Spend

Actual expenditure at the end of year is \$3.5m behind the revised budget.
 \$1.6m for contract delays of the urban road capital renewal program.
 \$1.3m for the upgrade to the outdoor pool wet deck.

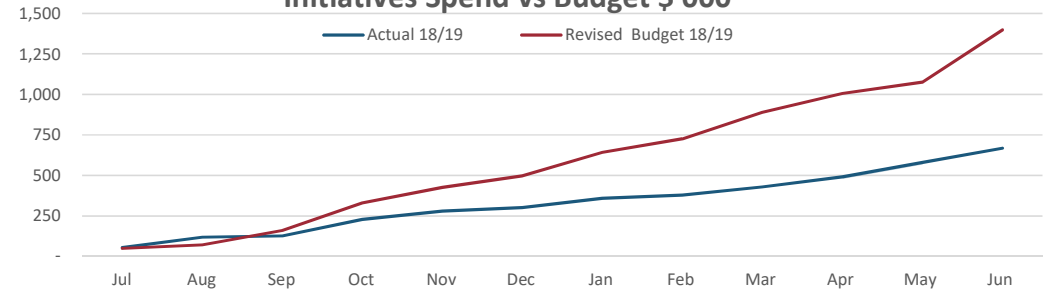
Initiatives Spend

Actual expenditure is \$731k behind the revised budget, main reason for the variances to date are due to design delays.

Total Income

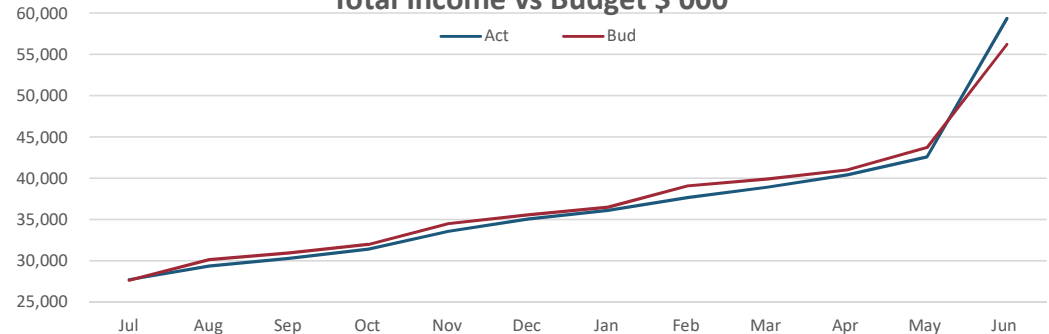
Income includes the \$5.0m RCTP grant received during June.

Initiatives Spend vs Budget \$'000



Revised Budget has been reduced by \$440k - reserve funded rehabilitation of land fill 2B west.

Total Income vs Budget \$'000



Finance & Performance Report - 30 June 2019 Overview

APPENDIX 9.7A

Overall Cash Budget Summary - \$'000

Business Activity	Actuals	Adopted	Revised	Budgets	Actuals	YTD	Variance	Variance %	Note
	17/18	Budget 18/19	Budget 18/19	YTD 18/19	YTD 18/19	18/19			
Income									
Service Delivery	-15,833	-14,101	-14,101	-14,101	-19,848	5,747	40.8%	1	
General Revenue	-29,648	-30,411	-30,411	-30,411	-30,996	584	1.9%		
Capital	-13,388	-9,340	-10,942	-10,942	-8,320	-2,622	-24.0%	2	
Initiatives	-213	-2,004	-760	-760	-199	-561	-73.9%		
Reserves	-134	-249	-280	-280	-297	17	6.2%		
Income Total	-59,216	-56,106	-56,494	-56,494	-59,660	3,166	5.6%		
Expenditure									
Service Delivery	35,256	35,956	37,654	37,654	37,087	568	1.5%		
Capital	24,273	17,230	17,874	17,874	15,374	2,500	14.0%	3	
Initiatives	712	2,503	1,399	1,399	668	731	52.3%		
Financing	439	423	423	423	423	-0	0.0%		
Reserves	272	68	68	68	35	33	49.1%		
Expenditure Total	60,952	56,180	57,417	57,417	53,586	3,831	6.7%		
Grand Total	1,736	74	923	923	-6,074	6,997	757.8%		

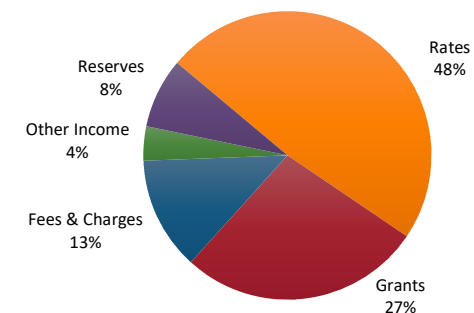
General Revenue - Details - \$'000

Sub Description	Actuals	Adopted	Revised	Budgets	Actuals	YTD	Variance	Variance %	Note
	17/18	Budget 18/19	Budget 18/19	YTD 18/19	YTD 18/19	18/19			
Rates									
Rates & Charges	-22,784	-23,515	-23,515	-23,515	-23,495	-20	-0.1%		
Grants									
Grants & Subsidies Recurrent	-6,222	-6,061	-6,061	-6,061	-6,671	610	10.1%		
Other Income									
Interest & Investment Income	-594	-565	-565	-565	-704	140	24.7%		
Recharge									
Overhead Recovery	-48	-271	-271	-271	-125	-146	-53.9%		
Grand Total	-29,648	-30,411	-30,411	-30,411	-30,996	584	1.9%		

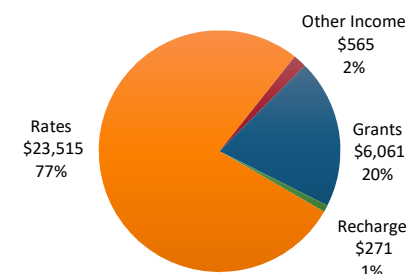
Comments:

1. Service Delivery Income - \$5.0m grant received for the Rural Councils Transformation Program Corporate Collaboration project.
2. Capital Income - \$2.0m was required to be drawn from the Industrial Estate Reserve during 2018/19
3. Capital Expenditure is behind budget by \$2.5m.
Urban road capital expenditure is \$1.6m behind, contract was let in February 2019 with contractors starting works in September 2019.
Recreation & leisure \$1.3m for the outdoor pool wet deck which is currently in progress.

Operating Income Budget 18/19



General Revenue Budget 18/19 \$'000

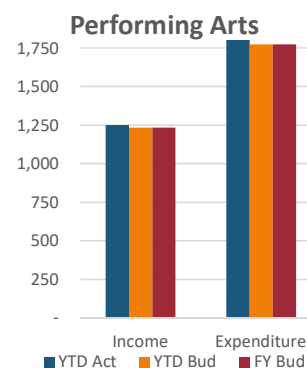
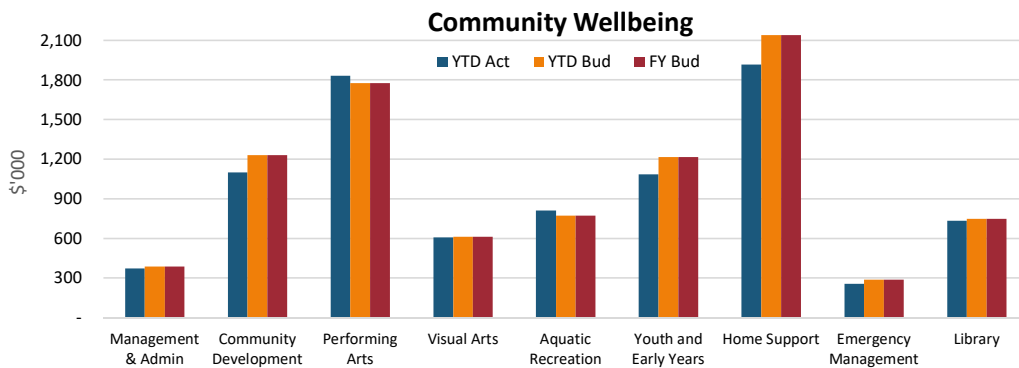
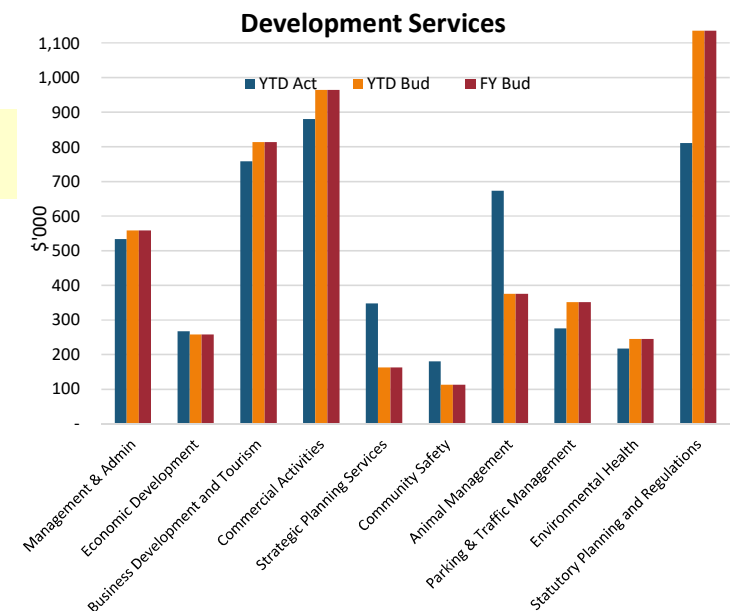
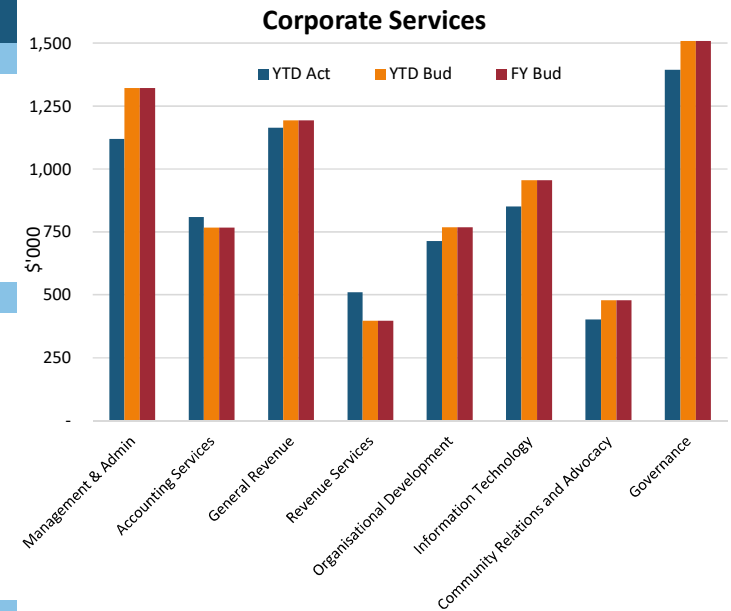


Finance & Performance Report - 30 June 2019

Service Delivery Expenditure

APPENDIX 9.7A

Key variances: \$'000	Revised Budget	YTD Budget	YTD Actual	YTD Variance	Variance %	Comments
Corporate Services	7,354	7,354	6,926	427	5.8%	
Management & Admin	1,709	1,709	1,505	204	11.9%	Minor operational variances & recruitment lag
Accounting Services	767	767	809	-42	-5.5%	
Revenue Services	397	397	510	-113	-28.5%	\$70k Rates strategy review costs
Organisational Development	769	769	714	55	7.1%	
Information Technology	956	956	851	105	11.0%	GIS shared service support project
Community Relations and Advocacy	478	478	402	76	15.8%	GIS data sets project
Governance	1,508	1,508	1,394	114	7.5%	Recruitment lag following the restructure & other staffing
Community Wellbeing	9,173	9,173	8,712	461	5.0%	
Management & Admin	388	388	374	14	3.7%	
Community Development	1,232	1,232	1,100	132	10.7%	Expenditure for Rural Disability service will not occur as grant income was not received for 2018/19
Performing Arts	1,774	1,774	1,831	-57	-3.2%	
Visual Arts	612	612	607	5	0.9%	
Aquatic Recreation	773	773	812	-39	-5.1%	
Youth and Early Years	1,217	1,217	1,084	132	10.9%	Variance across 4 services
Home Support	2,141	2,141	1,916	226	10.5%	Reduction in service delivery (brokerage & under 65's)
Emergency Management	288	288	256	31	10.9%	
Library	749	749	733	16	2.2%	
Development Services	4,978	4,978	4,943	35	0.7%	
Management & Admin	559	559	533	26	4.6%	
Economic Development	258	258	268	-10	-4.0%	
Business Development and Tourism	813	813	758	55	6.8%	
Commercial Activities	964	964	880	84	8.8%	
Strategic Planning Services	164	164	348	-185	-112.8%	Wimmera River Precinct and CAD Study
Community Safety	113	113	180	-67	-59.3%	Net overspend of \$288k across these 3 services.
Animal Management	375	375	673	-298	-79.4%	Changes to staffing arrangements during & after the realignment including agency labour backfill
Parking & Traffic Management	352	352	275	77	21.8%	
Environmental Health	245	245	217	28	11.4%	
Statutory Planning and Regulations	1,135	1,135	811	325	28.6%	Recruitment lag following the restructure & brought forward plans

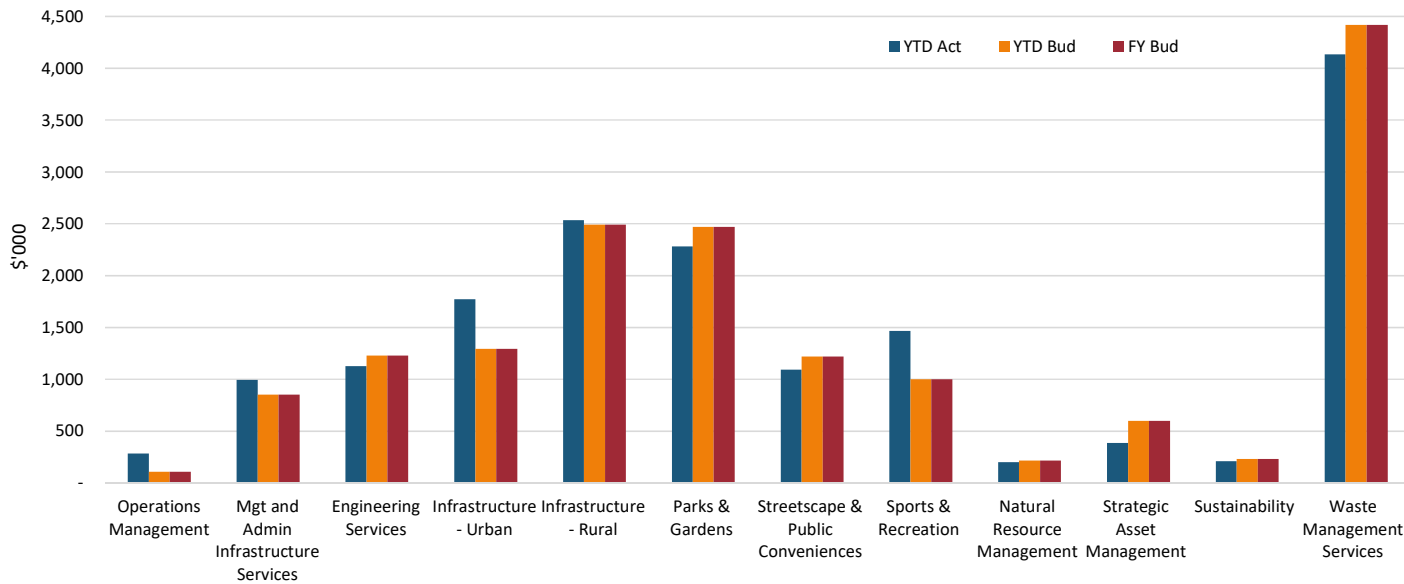


Finance & Performance Report - 30 June 2019

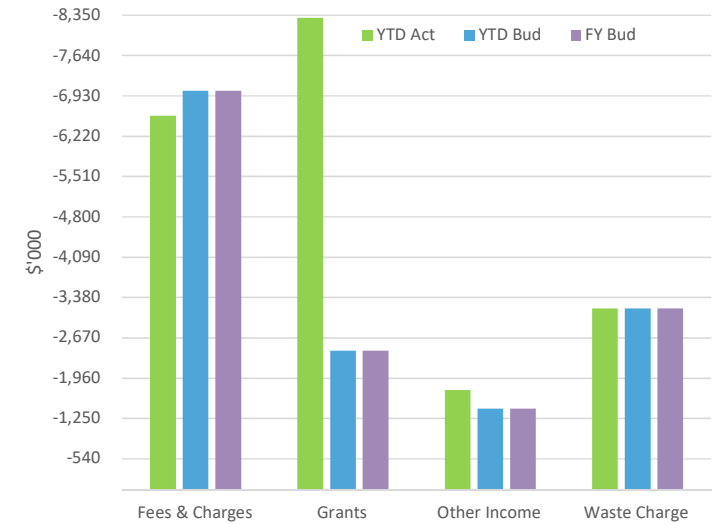
Service Delivery Expenditure

APPENDIX 9.7A

Infrastructure Services



Funding Sources for Service Delivery



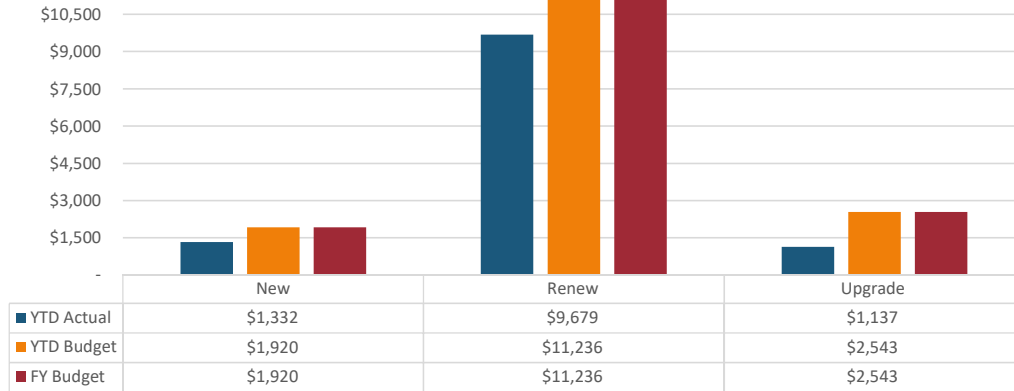
Key variances: \$'000	Revised Budget	YTD Budget	YTD Actual	YTD Variance	Variance %	Comments
Infrastructure	16,149	16,149	16,505	-356	-2.2%	
Operations Management	111	111	283	-173	-155.9%	Changes to staffing arrangements
Mgt and Admin Infrastructure Service	854	854	993	-139	-16.3%	Changes to staffing arrangements
Engineering Services	1,228	1,228	1,128	100	8.2%	Changes to staffing arrangements
Infrastructure - Urban	1,293	1,293	1,773	-479	-37.0%	Works on the sealed & collector roads program
Infrastructure - Rural	2,492	2,492	2,535	-44	-1.7%	
Parks & Gardens	2,469	2,469	2,282	187	7.6%	Variances across the botanic gardens, street beautification & minor reserves
Streetscape & Public Conveniences	1,220	1,220	1,094	126	10.3%	Public conveniences & minor variances across 2 other services
Sports & Recreation	1,001	1,001	1,466	-465	-46.5%	Additional grant expenditure not originally budgeted; synthetic bowling green & rural Tennis Court repairs
Natural Resource Management	217	217	199	17	8.0%	
Strategic Asset Management	599	599	389	210	35.1%	Recruitment lag following the restructure
Sustainability	234	234	211	23	9.9%	
Waste Management Services	4,415	4,415	4,134	282	6.4%	470 tonne less of kerbside rubbish collected compared to 2017/18

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Capital - Revised Budget

APPENDIX 9.7A

Capital Spend - New/Renew/Upgrade \$'000

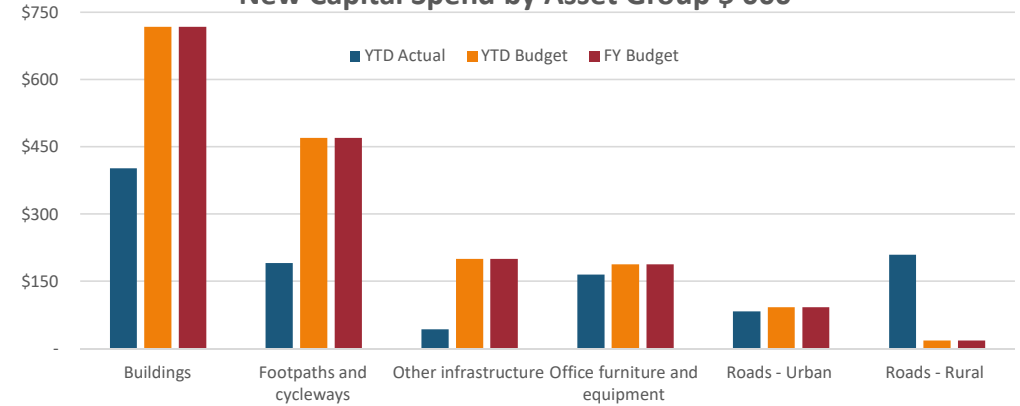


Comments:

The adopted full year capital budget is \$15.055 million.

The revised full year capital budget is \$15.789 million. The revised budget has been reduced to reflect the delay of the WIFT Precinct Development (\$3.5 million) into the 2019/20 financial year.

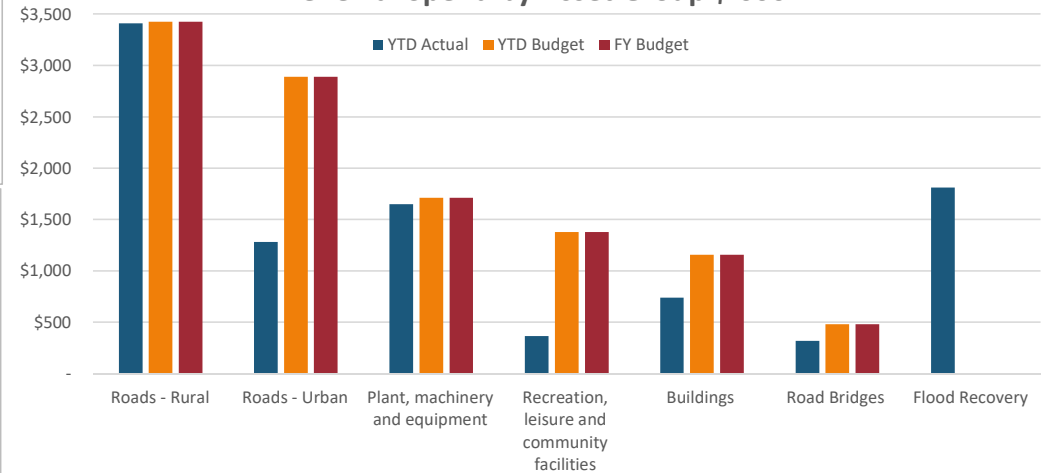
New Capital Spend by Asset Group \$'000



New Works

Other Infrastructure variance is the timing of the aerodrome stormwater detention & retention system.
Buildings variance include sustainability projects & the indoor sports stadium.
Footpaths & cycle ways include the Hamilton street pedestrian bridge & the near by cycle & walking path.

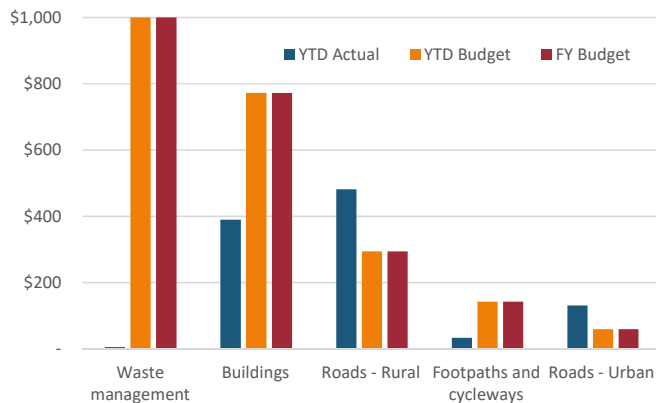
Renewal Spend by Asset Group \$'000



Renewal works

Urban road capital expenditure is \$1.6m behind, contract was let in February 2019 with contractors starting works in September 2019.
Recreation & leisure \$1.3m for the outdoor pool wet deck which is currently in progress.
Building is works for the Dudley Cornell public toilets which is currently underway.

Upgrade Spend by Asset Group \$'000



Upgrade works

Waste variance is for grant dependant works to improve the transfer station not started due to the non-receival of grant.
Building spend variance is the postponement of the civic centre front entrance alteration works.

Finance & Performance Report - 30 June 2019 Initiatives

APPENDIX 9.7A

Initiatives with Revised FY Budget greater than \$40,000 - \$'000

	WO Description	Adopted		Budgets YTD	Actuals YTD	YTD Variance
		Budget 18/19	Revised Budget			
Corporate Services	Civic Centre Refurbishment Detailed Design	-	40	40	46	-6
Community Wellbeing	Social Infrastructure Framework	60	60	60	-	60
Development Services	Horsham South Structure Plan	-	240	240	22	218
	Livestock Exchange Detailed Design Roofing Selling Area	-	50	50	77	-27
	Certif 4 Statutory Compliance Training and Backfill	40	40	40	-	40
Infrastructure	Asset condition & revaluation assessments	85	85	85	89	-4
	Town Entrances Streetscape Refurbishment	-	62	62	-	62
	Road Clearances Tree Clearing/Pruning	60	60	60	78	-18
	E-Waste Management	50	50	50	4	46
	Sustainability Strategy Review	40	40	40	-	40
	Asbestos Auditing Additional 17/18	-	40	40	-	40
	Sport and Recreation Strategy Review	40	40	40	-	40
Other Initiatives	Initiatives less then \$40,000 budget	2,128	591	591	351	240
Grand Total		2,503	1,399	1,399	668	731

Non-operational Initiatives - Special

	WO Description	Revised	Budgets	Actuals	YTD
		Budget \$'000	YTD \$'000	YTD \$'000	Variance \$'000
Income	Grampians Peak Trail (Parks Victoria)	-3,159	-3,159	-869	-2,290
Expenditure	Grampians Peak Trail (Parks Victoria)	3,159	3,159	869	2,290
Grand Total		-	-	0	-0

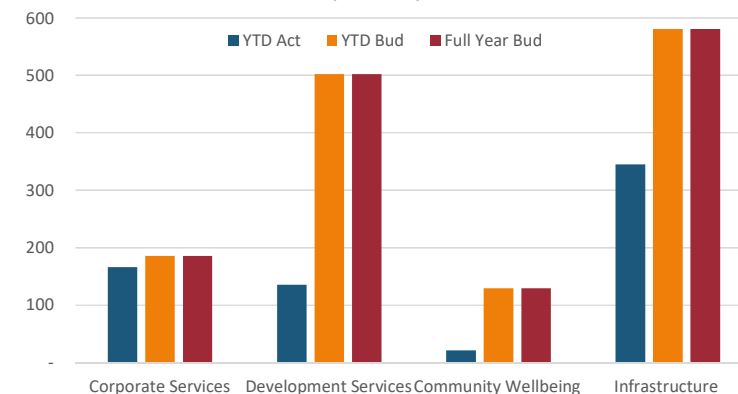
Comments:

The budget has been revised to exclude the grant funded CBD projects that won't be funded this financial year or the reserve funded rehabilitation of land fill 2B west.

YTD revised budget variance by Directorate

- Community Wellbeing \$ 108k
- Corporate Services \$ 20k
- Development Services \$367k
- Infrastructure Services \$ 236k

Initiatives spend by Directorate



Finance & Performance Report - 30 June 2019
Contract Variations, New Contracts & Exemptions from Procurement

APPENDIX 9.7A

Contract Variations [Accepted Under Instrument Of Delegation] - (GST exclusive)

Item No	Contract No	Date Approved	Delegated Officer	Contract Description	Contractor	Description of Variation	Addition	Deduction
1	18/004	4/06/2019	J Martin	Reconstruction of Dollar Avenue	Midbrook	Alteration to Service and Additional House Drain	\$645	
2	16/025A	5/06/2019	A Murphy	Cleaning Services Various Buildings	Woodys	Additional Set Ups	\$148	
3	18/013	17/06/2019	R Moir	Flood Recovery Works Package 2	Glover Earthmoving	Reduction of Provisional Items		\$56,400
4	18/015	17/06/2019	R Moir	Flood Recovery Works Package 3	Glover Earthmoving	Reduction of Provisional Items		\$70,250
5	19/020	25/06/2019	R Moir	Reconstruction of Peppertree Lane	Midbrook	Soft spot remediation	\$3,530	
6	19/004	24/06/2019	M Stewart	Horsham Sports Facility Demand	Urban Enterprise	Additional Services requested	\$8,666	
7	19/00	24/06/2019	M Stewart	Horsham CAD	Urban Enterprise	Additional Councillor Briefing	\$6,130	

New Contracts Signed off by the Chief Executive Officer or a Director or Council - (GST exclusive)

Item No	Contract No	Date Approved	Required Signatories	Contract Description	Contractor	Expense	Revenue
1	19/027	27/05/2019	K O'Brien	Social Infrastructure Plan	CDM Smith Australia	\$66,000	

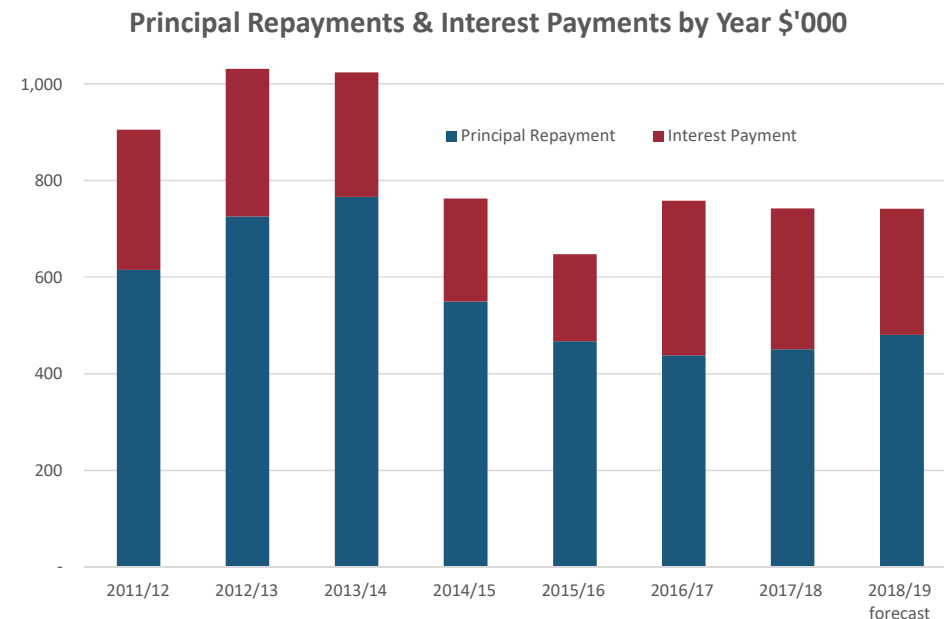
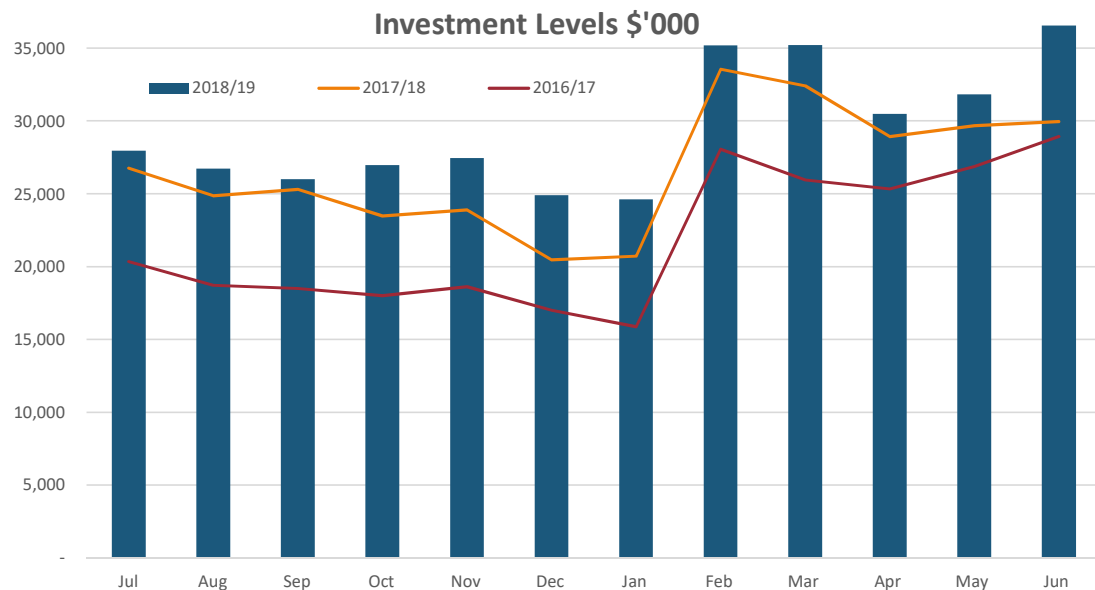
Exemptions from Procurement Policy - (GST exclusive)

Item No	Purchase Order No	Date Approved	Requisitioning Officer	Reason	Exemption Description	Supplier	Expense
1	209569	7/06/2019	R P Upadhyaya	- Condition assessment of HRCC's entire building a	Used quote for similar project	AGIS Australian Geographic Information Systems	\$73,810
2	209643	11/06/2019	A L Munyard	Claim # 6 Environmental works/audit at HRCC depot	Used quote for similar project	GreenCap Pty Ltd	\$51,871
3	209644	11/06/2019	A L Munyard	Claim # 7 Environmental works/audit at HRCC depot	Used quote for similar project	GreenCap Pty Ltd	\$10,813
4	209736	17/06/2019	C J Gerlach	Merit CRM Annual Support & Maintenance for the per	Sole source of supply	Merit Technology Pty Ltd	\$18,381
5	210009	27/06/2019	L K De Wit	Fee payable on completion of recruitment for Strat	Sole source of supply	Plato Group	\$12,320
6	210028	28/06/2019	L K De Wit	Wimmera River Walk and Bicycle Trail- Assessments	Sole source of supply	Barengi Gadjin Land Council Aboriginal Corporation	\$12,650

Finance & Performance Report - 30 June 2019

Investments & Loans

APPENDIX 9.7A



Interest Rate

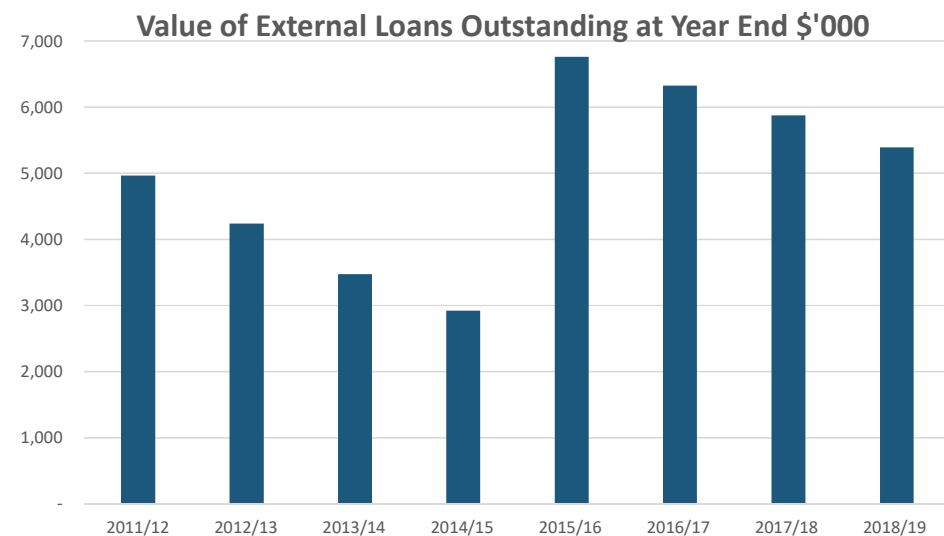
11 a.m. Investment	1.00%
11 Term Deposits	1.07% - 2.68% Ranging 25 Days to 322 Days
Last investment	2.30% 266 Days 17/06/2019 to 09/03/2020

Breakout of Loans Outstanding

Purpose	Interest Rate	Original Principal	Outstanding at 30 Jun 19	Start Date	Year End Date	No. of Years
Horsham Regional Livestock Exchange	3.59%	400,000	-	01 Jun 99	01 Jun 19	20 P & I
Aquatic Centre	6.44%	2,195,000	427,140	16 Jun 06	01 Jun 22	15 P & I
City Oval Lighting	7.88%	250,000	34,541	29 Jun 10	01 Jun 20	10 P & I
Unfunded Defined Superannuation	7.57%	500,000	131,467	20 Jun 11	01 Jun 21	10 P & I
Drainage Works	7.57%	200,000	52,587	20 Jun 11	01 Jun 21	10 P & I
Aerodrome Runway	7.57%	300,000	78,880	20 Jun 11	01 Jun 21	10 P & I
Drainage Works	5.73%	500,000	180,816	20 Jun 12	01 Jun 22	10 P & I
Wimmera Intermodal Freight Hub	5.73%	500,000	180,816	20 Jun 12	01 Jun 22	10 P & I
Anzac Pedestrian Bridge	3.97%	500,000	500,000	23 Jun 16	01 Jun 26	10 I
Horsham North Children's Hub	3.97%	100,000	100,000	23 Jun 16	01 Jun 26	10 I
City Oval Clubroom Purchase	3.97%	230,000	230,000	23 Jun 16	01 Jun 26	10 I
Horsham Town Hall Refurbishment	3.97%	3,475,000	3,475,000	23 Jun 16	01 Jun 26	10 I
*Horsham North Community & Childrens Hub	3.97%	900,000	900,000	23 Jun 18	01 Jun 28	10 I

* Not drawn down from external sources. Will be funded from internal cash reserves held with an internal 10 year repayment plan back to the reserve

No new loan borrowings have been included in the 18/19 budget.



2018 Internal Community Engagement Review implementation action plan

Goal		Proposed Strategies/Action	Progress	Comment
There is effective communication across the organisation about future engagement and there is appropriate coordination of planned engagement	1	Lift the profile of community engagement –staff meetings	Ongoing	When to engage, the checklist (Oct 23) Engagement Tracker (Dec 18)
	2	Ensure tools are accessible-review guide, templates and presentation on intranet. Ease of use	Reviewed	Clickable process chart embedded
	3	Reinforce to staff the need to follow the Policy and Procedure and the need to use the engagement tracker- staff meetings	Ongoing	As action 1
	4	Annual planning meeting to identify future engagement needs and coordinate activities	Done for 18/19 Planned for 19/20	
There is a consistent approach to conducting engagement across the organisation	5	Increase staff awareness of the benefits of engagement-staff meetings and training	Ongoing	As action 1 and through engagement planning meeting
	6	Imbed engagement in Council processes across Council through further training	Ongoing	As action 1, some staff completed IAP2 training, additional staff to undertake IAP2 training
	7	Including engagement in templates for projects and service reviews	In new project planning templates	No identified trigger for inclusion in service reviews
	8	Develop a centralised register of engagement including keeping records and providing them to CRAT	Not complete	The completion of the Engagement Tracker is patchy, project staff don't all use the templates and central records mainly exist for projects linked to CRAT staff
All engagement activities are effectively evaluated (including the use of qualitative measures)	9	Reinforce in staff the need to follow the Policy and Procedure (engagement training, staff meetings)	Ongoing	Staff briefings and some training but not systematic approach
	10	Create Survey Monkey template to simplify and standardise participant feedback process including qualitative questions for participants	Complete	
	11	Update Council's Community Engagement policy and procedure to include qualitative measures to evaluation guidelines	Underway	Arnetech has made some suggestions for further refinement these need to be incorporated into the Policy

2018 Internal Community Engagement Review implementation action plan

Goal		Proposed Strategies/Action	Progress	Comment
	12	Add engagement evaluation to project management template	Partially complete	Engagement triggers in templates but continuing development of the templates and processes means further work required
The community is informed of the process and outcomes of community engagement and the successful completion of related projects	13	Update Council's policy and procedure to include specific steps relating to 'closing the loop' and celebrating success and up to date information on using Council's 'Have Your Say' page	Underway and Ongoing	Community conversations process for closing the loop using emails and website
	14	Investigate 'engagement progress' widget for website	Not complete	This may be part of digital tools, provision for this in budget 19-20
All contractors conducting engagement comply with Council's Engagement Policy (especially that suitable records of engagement are created and kept by Council)	15	Include in appropriate templates for contracts 'compliance with Council's community engagement policy'	Complete	
	16	Ensure the policy and procedure are available to relevant contractors	Complete	
	17	Ensure staff are aware that the scope of the policy includes contractors and the need for records to be created and held by Council	Ongoing	New staff who manage projects need to be briefed, this can occur at annual projects meeting (action 4)
Appropriate resources are available for engagement	18	Budget bids for projects with an engagement element should have a budget line for engagement: amend budget bids template, project management template	No longer relevant	Budget bids merged with project management templates
	19	An ongoing budget should be created to support key engagements that occur regularly (Budget, Council Plan, Health and Wellbeing Plan)	Not complete	Some budget allocation for 'general engagement' but not project specific
	20	Grant applications also to include resourcing engagement where appropriate	Ongoing	If project management templates are used correctly this will flow to grant applications. Rushed applications when opportunities arise do happen and project management templates may not be used
An up to date, relevant engagement policy and procedure that enables engagement that meets	21	Update Council's policy and procedure: to include the need to collect data that will enable us to evaluate	Done but not yet adopted	Arnetech recommendations need to be integrated into update

2018 Internal Community Engagement Review implementation action plan

Goal		Proposed Strategies/Action	Progress	Comment
community expectation and regulatory requirements		inclusivity; administrative changes such as responsible officer and review date.		

Action-Implementation Plan Community Engagement Health Check by ArneTech

What we looked for	What we found	Comments, recommendations	Actions, internal comment
Structures			
<p>Definition of Engagement and/or Consultation</p>	<p><i>Community Engagement Policy (C04/095) provides:</i></p> <p>“Community Engagement- <i>A broad term that refers to any process, project or initiative that involves the community, or requires community input, in order to make a decision or solve a problem. It includes all levels and ways of including the community in decision-making.”</i></p> <p><i>IAP2 defn.</i></p> <p><i>“Community Engagement is a planned process with the specific purpose of working across organisations, stakeholders and communities to shape the decision or actions of the members of the community, stakeholders or organisation in relation to a problem, opportunity or outcome.”</i></p> <p><i>Alternative defn. (LGASA)</i></p> <p><i>“Community engagement is about involving the community in the decision making process and is critical in the successful development of acceptable policies and decisions in government, the private sector and the community.”</i></p>	<p>A definition exists for community engagement. Opportunity to take it from a “broad term” to a clear definition for all to understand, from all perspectives.</p> <p>RECOMMENDATION:</p> <ol style="list-style-type: none"> 1. The definition of community engagement be reviewed by Elected Members, staff and community representatives, to provide a clear definition for all stakeholders; <ol style="list-style-type: none"> a. Being clear on the definition of community (may not be a geographical community, rather a community of interest – e.g. youth, elderly, disabled, football players) b. Recognising the opportunity that is gained from engaging, including learning, improved outcomes, higher support levels, more appropriately designed infrastructure etc. <p>That the new definition appears across all relevant documents of council, providing a universal organisational definition, free of individual interpretation.</p>	<ol style="list-style-type: none"> 1. Definition of engagement should be changed to reflect IAP2 definition (or an acceptable alternative). This is a short term action <ol style="list-style-type: none"> a) The defn. of community is already inclusive of non-geographical communities refer page 3 of the policy. Complete b) The benefits/opportunities of engagement are already listed in the policy refer page 2 of the policy. Complete

Action-Implementation Plan Community Engagement Health Check by ArneTech

What we looked for	What we found	Comments, recommendations	Actions, internal comment
<p>Strategic plan</p>	<p>Council Plan The Council’s four-year priorities in Goal 4 business and governance 4.1 Continuously improve communication and engagement with the community through effective consultation 4.1.01 Review and implement the Rates Strategy 4.1.02 Feedback to community clearly explaining "why" Council delivers the services that it does 4.1.03 Prepare for a more deliberative approach to community engagement following the adoption of the major revisions to the Local Government Act 1989 including seeking community ideas for prosperity 4.1.04 Review communications methods with a view to increasing electronic engagement with our customers and the community Definition, p 48 Community Engagement Strategy – A strategy developed by Council to plan how we are going to conduct community consultation. It helps us</p>	<p>There appears to be mixed messages between communication, engagement and consultation. The actions do not highlight or define how engagement will improve with the community, or how the community can better engage with the council. Language is all based around council in definitions. Opportunity to show collaborative approach to the community and include them in all aspects of the engagement process.</p> <p>RECOMMENDATIONS:</p> <ol style="list-style-type: none"> 1. Clarify the language and meanings within the documents, removing the confusion between engagement and communications. (See meaning of engagement on page 2) 2. Item 4.1 talks about “Continuously improve..” – build a continuous improvement plan to ensure that the activities that need be completed are identified, resourced and completed. 3. There is an opportunity to make the language of engagement more collaborative in tone, rather than being solely about the needs of the organisation (council). 	<ol style="list-style-type: none"> 1. As a consequence of the internal review I have been working to improve consistency around the use of ‘engagement’ and this should continue. This will be ongoing 2. We should develop a continuous improvement plan. This is a medium term action

Action-Implementation Plan Community Engagement Health Check by ArneTech

What we looked for	What we found	Comments, recommendations	Actions, internal comment
	work out who we need to consult with and what the best way of consulting is.		3. This is a long term action
Organisational Values	<p>Organisation’s values have been developed since the release of the <i>Council Plan 2018-2022</i>.</p> <ul style="list-style-type: none"> • <i>Flexibility - we are adaptable to changing circumstances</i> • <i>Accountability - we are responsible for our behaviour and actions</i> • <i>Integrity - we are ethical, transparent and honest in our conduct</i> • <i>Respect - we value diversity and appreciate others</i> 	<p>RECOMMENDATIONS:</p> <ol style="list-style-type: none"> 1. That the values of the council (organisation) are always brought to the forefront in awareness to all Elected Members and Administration staff. 2. Where possible decisions are judged against the values, demonstrating that the values are not just words, rather they are “lived” by the organisation. 	<p>Implement 1&2 and align values in the Council Plan with those developed by staff as the organisational values</p> <p><i>In the draft report the consultants commented on the values from the Council Plan these were developed by the Councillors and are not the same as our organisational values. It is our organisational values that need to be “lived”. Whether these can or should be aligned with the values in the Council Plan is up to the Councillors when the next review of the Council plan is undertaken.</i></p>
Strategies and Frameworks	<p>None identified specifically to community engagement (including scan of website)</p> <p>Community Development Framework (2010)</p>	<p>We do recognise that the Community Engagement Procedure (Engagement Kit) has some properties of a framework.</p> <p>We note the contents of the section: Recommendation 2 - Implementation of a Community Engagement Framework.</p> <p>RECOMMENDATION:</p> <ol style="list-style-type: none"> 1. Further review and develop components of the Engagement Kit to build a standalone Engagement 	

Action-Implementation Plan Community Engagement Health Check by ArneTech

What we looked for	What we found	Comments, recommendations	Actions, internal comment
		<p>Framework.</p> <p>2. Link the Framework, and any future strategies to the Organisational Values (i.e. live them).</p>	<p>1. A better understanding of what is required for this to be a ‘framework’ is needed. Initial research suggests, in general terms, frameworks consist of an integrated policy, procedure and toolkit (as we have now) long term action.</p> <p>2. Integration of org. values should happen. Long term action</p>
<p>Policies and/or Procedures</p>	<p>Community Engagement Policy (C04/095) Comments:</p> <ul style="list-style-type: none"> Always a positive to have a policy titled Community Engagement over “consultation”. Section 5 Principles; “Council promises to:” is very strong wording (highly commendable). The principles ideally need to be embedded into any procedure or framework. Furthermore, staff and Elected Members need to understand the principles 	<p>STRENGTHS:</p> <ul style="list-style-type: none"> Council promises listed in the Community Engagement Policy. Engagement Tracker instrument Recognition of the need to Report and Evaluate. Equity of Access to Engagement (page 29) – first time we have seen this is a document. <p>RECOMMENDATIONS:</p> <p>1. Consideration given how to ensure that the policy and procedure to allow for engagement activities that may not be as a result of a council led project (e.g. state funded road, community led project), that</p>	<p>1. This is a low priority. It can be important to manage ‘external’ engagement opportunities but this is not a priority.</p>

Action-Implementation Plan Community Engagement Health Check by ArneTech

What we looked for	What we found	Comments, recommendations	Actions, internal comment
	<p>and demonstrate that they have met their promise, as part of the engagement process.</p> <p>Community Engagement Procedure (Engagement Kit)</p> <p>Comments:</p> <p>The procedure is a comprehensive document, containing the procedure and templated Engagement Kit.</p> <p>The kit has apparent links to some IAP2 Australasia training, in methodology.</p> <p>Definition of engagement is included, and consistent with policy.</p> <p>Arnetech could not support several sections from page 11 of the Engagement Guide. These related to timing, budget and identifying indicators of success.</p> <p>This is explained on pages 7 and 8 of their report.</p>	<p>council are still obligated to participate in.</p> <ol style="list-style-type: none"> 2. The Community Engagement Procedure is reviewed to deliver on the promises of the Community Engagement Policy. 3. If reviewed, the Community Engagement Procedure review considers the wants/needs/desires of the community as part of the process. 4. Council include in their Community Engagement Procedure, under Reporting and Evaluation, the opportunity to seek from and understand what reports the stakeholders would like to receive as part of the process. 5. Training is provided to Elected Members, Staff, along with the community with regards to the Community Engagement Policy, relevant to their roles. 	<p>Long term action</p> <ol style="list-style-type: none"> 2. The Community Engagement Procedure is being reviewed. Consideration will be given to ensuring it aligns with the Policy. Short term action 3. Once the review of the documents is completed we will engage on the policy and procedure Short term action 4. This should be integrated into the procedure in the Short term action 5. The opportunity to undertake training is provided to Elected Members. This should be one of the highest priorities. Short term action Staff training is ongoing with some staff completing the IAP2 training. Ongoing action Community training this is not planned but could be considered in the future (The CFA has recently run engagement training in Horsham that was open to all.)

Action-Implementation Plan Community Engagement Health Check by ArneTech

What we looked for	What we found	Comments, recommendations	Actions, internal comment
<p>Templates</p>	<p>Contained within the Community Engagement Procedure (Engagement Kit)</p> <p>Comment:</p> <p>The templated system is a positive start to creating a consistent approach to engagement across the organisation.</p> <p>Some of the templates do speak in a language that suggests that the engagement should be a regimented process (i.e. everything – every time), and always from the organisations point-of-view. Allowing flexibility for opportunities to discover unexpected things, or travel unexpected paths as a result of the engagement, will benefit the organisation.</p> <p>Some of the templates are very closely aligned to IAP2 Australasia thinking, whilst others appear not to be linked to the same processes.</p> <p>Templates have a strong suggestion of traditional engagement techniques, with very little recognition of digital or contemporary techniques of engagement.</p>	<p>STRENGTHS:</p> <ul style="list-style-type: none"> • A templated process exists – providing a foundation for engagement practice. <p>RECOMMENDATIONS:</p> <ol style="list-style-type: none"> 1. Create a consistent approach across the templates, aligning with the organisational values. 2. Review the templates, provide for the fact that some people may have minimal understanding as they are completing them. Perhaps show what is required information and what is optional. 3. Consider digital engagement in the templates design 	<ol style="list-style-type: none"> 1. Integrate values into templates Short term action 2. Within Engagement guide emphasise that templates are guides and flexible and that engagement activities need to be proportionate Short term action 3. Add digital methods to the on-line engagement methods table Short term action
Resources			
<p>People</p>	<ul style="list-style-type: none"> • No specialised staff in community engagement, 	<p>STRENGTHS:</p> <ul style="list-style-type: none"> • Community Facilitator demonstrated that they have a sound understanding of 	

Action-Implementation Plan Community Engagement Health Check by ArneTech

What we looked for	What we found	Comments, recommendations	Actions, internal comment
	<p>tied to other roles.</p> <ul style="list-style-type: none"> • Community Engagement duties are managed by the Community Facilitator • Project managers manage the community engagement practice in their projects – varying levels of skills. 	<p>community engagement and are willing to support the organisation’s community engagement activities.</p> <p>RECOMMENDATIONS:</p> <ol style="list-style-type: none"> 1. Council identify a key role for Community Engagement, resource the role and have it report to highest possible level within Administration. 2. Other people who have responsibility for community engagement activities of council have their position descriptions appropriately modified to provide clarity over those expectations. 	<ol style="list-style-type: none"> 1. CRAT team and community facilitator engage with the executive as required no action required 2. PDs don’t require details of every responsibility, project managers need IAP2 training no action required
<p>Skills</p>	<ul style="list-style-type: none"> • Skills vary across members of staff • Training previously held (The Regional Development Company). 	<p>Identified to us that some staff that had previously been trained had moved on, providing for an opportunity to provide training/re-training to staff.</p> <p>RECOMMENDATIONS:</p> <ol style="list-style-type: none"> 1. Training program be delivered, at appropriate levels for roles, for: <ul style="list-style-type: none"> ○ Staff ○ Community engagement leads/champions ○ Elected members 2. Consideration be made to train community champions in community engagement practice and benefits 	<ol style="list-style-type: none"> 1. In previous actions and is high priority- no additional action require 2. Youth Council or Older persons reference group may benefit from apt training- Low priority, long term action

Action-Implementation Plan Community Engagement Health Check by ArneTech

What we looked for	What we found	Comments, recommendations	Actions, internal comment
		(activation).	
Budget	<p>No specific budget is identified for engagement activities.</p> <p>Engagement activities are budgeted in project budgets. Advice or planning is generally not sought at time of budget preparation.</p>	<p>RECOMMENDATIONS:</p> <ol style="list-style-type: none"> 1. A specific budget line is created for the organisation’s community engagement activity. 2. Where the project budget is responsible for making allowances for community engagement activity, that a plan is developed and costed for the community engagement activity to inform the project budget. 	<ol style="list-style-type: none"> 1. DONE- no additional action required 2. Review project management templates and ensure that triggers are in place including budget Short term action
Time to engage	<p>Community Engagement Procedure talks about ensuring that engagement fits into project timeline.</p>	<p>As detailed above, we do not support this expectation.</p> <p>RECOMMENDATION:</p> <ol style="list-style-type: none"> 1. As with recommendation 2 above (Budget), a community engagement plan is developed and is used to inform project timelines. 2. All community engagement activities of council are seen with the same level of importance as other processes of council. 	<p>These recommendations will be enacted via staff training (as above) and (as below) through ensuring that there is a commitment by all staff to consistently deliver on the Values of Council, the Community Engagement Policy and Community Engagement Procedure. Accept and implement</p>
Digital Engagement Tools	<p>Have your Say section on the council website.</p>	<p>Digital Engagement tools provide the opportunity for alternative methods of engagement with the community.</p> <p>RECOMMENDATIONS:</p> <ol style="list-style-type: none"> 1. Council investigate digital engagement tools that would support their engagement activities, in line with their 	<p>1. and 2. are already happening already in response to internal review</p>

Action-Implementation Plan Community Engagement Health Check by ArneTech

What we looked for	What we found	Comments, recommendations	Actions, internal comment
		community's expectations of engagement. 2. Council provides comprehensive training to all staff who will use the digital engagement tools, to ensure consistent approach.	
PEOPLE			
Elected Members	We understand that there is a general desire to engage the community. Previous councils have received training in community engagement.	RECOMMENDATION/S: 1. Regular training program be provided to Elected Members, providing information about community engagement: a) What is community engagement? b) Legislation requirements c) How community engagement supports their decision-making role. d) Understanding what is required for the administration to engage well. e) The benefits of engagement for the community	As above this is a priority and is a short term action
Administration Staff	No specified role for community engagement. Community Engagement is managed by the Community Facilitator. No active resistance to community engagement identified. Project managers regularly lead community engagement activities.	Council staff have been completing engagement as they understand it. Inconsistent approaches to engagement will confuse the community, as to what they can expect. Opportunity exists to RECOMMENDATIONS: 1. Provide training to staff that will lead to an organisational-wide consistent approach to engagement, including:	1. Ongoing need to do some on-site

Action-Implementation Plan Community Engagement Health Check by ArneTech

What we looked for	What we found	Comments, recommendations	Actions, internal comment
	Staff regularly do as they have always done in engagement practice.	a) Community engagement b) Council’s policy and processes in relation to community engagement.	training for all staff who are involved in engagement but specialised offsite training is gradually being provided to staff likely to be key in engagement activities
Community	Community will engage, however inconsistently. Examples of Sports Pavilion and Rates Strategy were provided to us. Identified that the community has a low level of trust with the council (although this was a subjective observation).	Perhaps related to their understanding of how they can influence the outcome. RECOMMENDATIONS: 1. Work with the community to build a solid and widely-accepted approach to community engagement. 2. Ensure that the community have a very clear understanding of what they can influence in matters.	1. We need to develop a plan as to how this might be achieved short term action and ongoing 2. It is important to set out what’s in scope and what’s not, this is part of the existing templates but emphasis could be increased in the engagement guide short term action
Stakeholders	Stakeholder participation seems to be related to who council administration has identified as a stakeholder.	The current process is very subjective for stakeholder identification. RECOMMENDATIONS: 1. Council implement a stakeholder management system.	1. No action, this software would not meet community expectations- Reiterative process better and this can be added to the templates short term action
PRACTICE			

Action-Implementation Plan Community Engagement Health Check by ArneTech

What we looked for	What we found	Comments, recommendations	Actions, internal comment
Decision Making – Elected Members	No evidence that Elected Members provide direction at time of decision-making with regards to community engagement.	<p>RECOMMENDATIONS:</p> <ol style="list-style-type: none"> 1. Elected Members provided with the training and key information, so that at time of decision-making, they can provide direction (or expectations) regarding community engagement. 	<ol style="list-style-type: none"> 1. As above this is a priority and is a short term action
Decision Making – Administrative Staff	No evidence of formal processes for decision-making related to community engagement.	<p>Providing clarity to the expectations of the engagement practice will support the whole organisation.</p> <p>Having clear process of roles and responsibilities will also provide for consistent approaches to engagement practice.</p> <p>RECOMMENDATIONS:</p> <ol style="list-style-type: none"> 1. Identify roles and responsibilities with regards to engagement practice within the council. 2. Ensure commitment by all Senior Management to consistently delivering on the Values of Council, the Community Engagement Policy and Community Engagement Procedure. 	<ol style="list-style-type: none"> 1. Project management templates need to make it clear that Project Managers are responsible for engagement on their projects short term action 2. Endorsing the actions in this plan is the first step to committing to putting engagement first. We need to develop a plan to identify other ways we can ensure this commitment short term action
Planning	Community Engagement calendar (Engagement Tracker). Understand that it is not used by all staff, or updated reliably.	<p>RECOMMENDATIONS:</p> <ol style="list-style-type: none"> 1. Planning for community engagement activities needs to be done at time of development of project, ensuring 	<ol style="list-style-type: none"> 1. Add checklist to Council report more than 2 ticks and a plan needs to be provided short term action

Action-Implementation Plan Community Engagement Health Check by ArneTech

What we looked for	What we found	Comments, recommendations	Actions, internal comment
	<p>Planning for community engagement would appear to be done once a project has been commenced. That also appears to be acceptable (by the organisation) based on the expectations listed in the Community Engagement Procedure (page 11).</p>	<p>availability of time, money and human resources.</p> <p>2. All community engagement plans should be reviewed by designated person leading community engagement, which at this time is the Community Facilitator</p>	<p>2. Add to procedure- “All completed templates send to CRAT/Community facilitator...” short term action</p>
<p>Delivery</p>	<p>External contractors have not always followed council’s policies or procedures when delivering on council engagement projects.</p>	<p>RECOMMENDATIONS:</p> <p>1. All council contractors, regardless of what work they are doing with/on behalf of council, are required to abide by council’s Community Engagement Policy.</p> <p>2. Procurement processes are updated to include point 1 in the general terms and conditions.</p>	<p>1. & 2. Completed (identified in internal review)</p>
<p>Documentation and Materials (used in engagement projects)</p>	<p>Inconsistent approach to documentation provided by council.</p> <p>One example, Community Meeting – Pimpinio 4th March 2019 carried no council branding (sourced from website).</p> <p>Many older documents on council website, many appear not to be completed projects (e.g. Draft Horsham Municipal Strategic Statement from 2015 – still marked as pending)</p>	<p>RECOMMENDATIONS:</p> <p>1. Develop a consistent approach to documents, this could include general templates of branding.</p> <p>2. If council is working on projects that don’t originate from them, develop a cover document to put with the documentation, to provide context and relevance to the community.</p> <p>3. Ensure all documents are clearly marked as to what project that they relate to and how to find other related information to that project.</p>	<p>1. Consistent branding to be added to template (consult CRAT on branding) short term action</p> <p>2. This is a low priority as it doesn’t occur very often but should be considered if it occurs. Long term action, low priority</p> <p>3. Consistent use of website and contact info to be added to procedure short term action</p>

Action-Implementation Plan Community Engagement Health Check by ArneTech

What we looked for	What we found	Comments, recommendations	Actions, internal comment
Traditional and Digital	<p>Traditional engagement methods appear to be more regularly used.</p> <p>Evidence of Have your Say website (including interactive map tool), emails and online surveys.</p>	<p>The correct use of traditional and digital engagement is ultimately driven by the matter at hand and the expectation of the community in relation to how they want to be engaged.</p>	<p>No additional action required</p>
Reporting and Evaluation	<p>Reports provided to council, as an expectation of the Community Engagement Procedure.</p> <p>Reports provided to the community via the website, although we found few were tailored as a final report.</p> <p>Evaluation is expected as part of the Community Engagement Procedure.</p>	<p>Reporting is a key step in closing-the-loop of the engagement process. Ideally it will report what was heard, what the organisation did with that information, and how it influenced the decisions/outcomes of the project.</p> <p>Ideally all reports from Council will talk in one voice, with reports tailored for each group of stakeholders (they do not necessarily have to be long reports).</p> <p>RECOMMENDATION:</p> <ol style="list-style-type: none"> 1. Council develops reports in future engagements tailored for each group of stakeholders. 2. Evaluation completed on engagement practice is utilised as part of a continuous improvement process. 	<p>1. &2. As above in the Policy and procedures section- “This should be integrated into the procedure in the short term action”</p>
CONTINUOUS IMPROVEMENT			
Engagement Practice Evaluation	<p>Community Engagement Procedure includes engagement practice evaluation.</p>	<p>STRENGTHS:</p> <p>The Community Engagement Procedure has the final two steps of the process (page 38) demonstrates council commitment to continuous improvement.</p> <p>RECOMMENDATION:</p> <ol style="list-style-type: none"> 1. Council continues to complete the engagement evaluation, using reviews to continually review the community 	

Action-Implementation Plan Community Engagement Health Check by ArneTech

What we looked for	What we found	Comments, recommendations	Actions, internal comment
		engagement practice of the organisation.	No further action required our procedure requires evaluation and our policy and procedure are reviewed on a schedule
OTHER OBSERVATIONS			
Community Satisfaction Survey	Informed by staff of a fall in ratings regarding community engagement.	<p>We recognise that surveys give a snap-shot at a point-in- time of the attitudes of the community. Depending on what had been recently happening in the community and council, will have an effect on such ratings.</p> <p>RECOMMENDATIONS:</p> <ol style="list-style-type: none"> 1. We would urge council to invest in building strong cooperative relationships with their community and stakeholders. Whilst this may not immediately show- up in surveys, the benefits of working together will bring better long-term results. 2. Ask your community why they did not rate you higher, and then ask them what you could do the get a higher rating. 	These recommendations do not relate to improving engagement policy, procedure or practice

Community Engagement Health Check

Report—March 2019



Horsham Rural City Council



ARNETECH
About People

Client: Horsham Rural City Council

Contact: Martin Bride

Completed: March 2019

Consultant: Darren Keenan

Introduction

The Community Engagement Health Check (“CEHC”) by ArneTech is a service provided as part of our Engagement Transformation Program, a holistic solution approach to supporting organisations through their journeys of community engagement practice.

The CEHC will identify practice within the client’s organisation that is working well, along with opportunities for the client’s organisation to improve the community engagement practice, if they desire. The CEHC is part of a continuous practice improvement process, rather than an audit with a pass/fail outcome, we will not be providing a grading.

Like all reviews there is a level of subjectivity, we will attempt to provide evidence for our observations, to provide additional clarity on how we came to form a view or recommendation. Additionally, we will take guidance from accepted industry standards and definitions, such as the *IAP2 Quality Assurance Standard for Community and Stakeholder Engagement*.

We trust that your organisation will benefit from our independent view of your community engagement practice.

The Process

The CEHC has been completed by following the below process:

1. Initiation telephone call
2. Email seeking information to complete the CEHC
3. Teleconference/Videoconference to discuss materials and clarify information received
4. Further follow/up confirmation of details (email)
5. Final Report prepared
6. Report presented to Client’s representatives

The Consultant

Darren Keenan is an experienced community engagement practitioner, trainer, presenter and management consultant. He is the General Manager of Strategy and Engagement at ArneTech.

Formerly of IAP2 Australasia, Darren was the lead for Professional and Practice Development across Australia and New Zealand. He has experienced engagement practice at all levels of government (and their agencies), NFP organisations, infrastructure projects, member organisation and community led organisations.

Having been involved in all areas of community engagement practice, from planning to delivery, from facilitation to evaluation and experienced at frameworks and policies, Darren has an acute awareness for how community engagement practice is viewed, managed and delivered by organisations.

Darren is available to discuss this report with your organisation.

Definitions

In our report we refer to the below definitions, sourced from *Engagement Essentials, Certificate of Engagement, IAP2 Australasia*.

Community Engagement:

“Community Engagement is a planned process with the specific purpose of working across organisations, stakeholders and communities to shape the decision or actions of the members of the community, stakeholders or organisation in relation to a problem, opportunity or outcome.”

Community:

“defines individuals and groups of people; stakeholders, interest groups and citizen groups. A community may be a geographic location (community of place), a community of similar interest (community of practice), or a community of affiliation or identity (such as industry or sporting clubs).”

Stakeholder:

“defines individuals, groups of individuals, organisations or a political entity with a specific stake in the outcome of a decision to the impact of a policy, project or proposition.”

Report

We present the following **Community Engagement Health Check by ArneTech** report:

What we looked for?	What we found?	Comments / Strengths / Recommendations
STRUCTURES		
Definition of Engagement and/or Consultation	<p><i>Community Engagement Policy (C04/095) provides:</i></p> <p><i>“Community Engagement- A broad term that refers to any process, project or initiative that involves the community, or requires community input, in order to make a decision or solve a problem. It includes all levels and ways of including the community in decision-making.”</i></p>	<p>A definition exists for community engagement. Opportunity to take it from a “broad term” to a clear definition for all to understand, from all perspectives.</p> <p>RECOMMENDATION:</p> <ol style="list-style-type: none"> 1. The definition of community engagement be reviewed by Elected Members, staff and community representatives, to provide a clear definition for all stakeholders; <ol style="list-style-type: none"> a. Being clear on the definition of community (may not be a geographical community, rather a community of interest – eg. youth, elderly, disabled, football players) b. Reconciling the opportunity that is gained from engaging, including learning, improved outcomes, higher support levels, more appropriately designed infrastructure etc. 2. That the new definition appears across all relevant documents of council, providing a universal organisational definition, free of individual interpretation.



<p>Strategic Plan</p>	<p><i>Council Plan 2018-2020, pg 31 (Goal 4: Governance and Business Excellence)</i></p> <p>What we'll do:</p> <p>The Council's four-year priorities</p> <hr/> <p>4.1 Continuously improve communication and engagement with the community through effective consultation</p> <hr/> <p>4.1.01 Review the rates strategy and implement</p> <hr/> <p>4.1.02 Feedback to community clearly explaining "why" Council delivers the services that it does</p> <hr/> <p>4.1.03 Prepare for a more deliberative approach to community engagement following the adoption of the major revisions to the Local Government Act including seeking community ideas for prosperity</p> <hr/> <p>4.1.04 Review our communications methods with a view to increasing electronic engagement with our customers and the community</p> <hr/> <p>Pg 49, Definitions</p> <p>Community Engagement Strategy – A strategy developed by Council to plan how we are going to conduct community consultation. It helps us work out who we need to consult with and what the best way of consulting is.</p>
	<p>There appears to be mixed messages between communication, engagement and consultation. The actions do not highlight or define how engagement will improve</p>



		<p>with the community, or how the community can better engage with the council.</p> <p>Language is all based around council in definitions. Opportunity to show collaborative approach to the community and include them in all aspects of the engagement process.</p> <p>RECOMMENDATIONS:</p> <ol style="list-style-type: none"> 1. Clarify the language and meanings within the documents, removing the confusion between engagement and communications. (See meaning of engagement on page 2) 2. Item 4.1 talks about “Continuously improve..” – build a continuous improvement plan to ensure that the activities that need be completed are identified, resourced and completed. 3. There is an opportunity to make the language of engagement more collaborative in tone, rather than being solely about the needs of the organisation (council).
<p>Organisational Values</p>	<p><i>Council Plan 2018-2022</i> provides:</p> <p><i>“We will be:</i></p> <ul style="list-style-type: none"> • <i>Receptive</i> • <i>Innovative</i> • <i>Fair</i> • <i>Open</i> • <i>Reliable</i> 	<p>There is a lot of values to remember. We would not expect that any one person might be able to quote the values (without referencing them).</p> <p>STRENGTHS:</p> <ul style="list-style-type: none"> • Receptive, Open, Inclusive, Flexible, Progressive values all support positive opportunities for engagement.

	<ul style="list-style-type: none"> • <i>Passionate</i> • <i>Honest</i> • <i>Accountable</i> • <i>Caring</i> • <i>Inclusive</i> • <i>Flexible</i> • <i>Friendly</i> • <i>Proactive</i> • <i>Progressive</i> <p>UPDATE: We understand that the organisation’s values have been updated since the release of the <i>Council Plan 2018-2022</i>.</p> <ul style="list-style-type: none"> • <i>Flexibility - we are adaptable to changing circumstances</i> • <i>Accountability - we are responsible for our behaviour and actions</i> • <i>Integrity - we are ethical, transparent and honest in our conduct</i> • <i>Respect - we value diversity and appreciate</i> 	<p>RECOMMENDATIONS:</p> <ol style="list-style-type: none"> 1. That the values of the council (organisation) are always brought to the forefront in awareness to all Elected Members and Administration staff. 2. Where possible decisions are judged against the values, demonstrating that the values are not just words, rather they are “lived” by the organisation. 3. There is an opportunity to consider refining the values into 4 or 5 that are succinct, known and remembered by all, and hopefully lived by all. <p>UPDATED RECOMMENDATIONS:</p> <ol style="list-style-type: none"> 1. That the values of the council (organisation) are always brought to the forefront in awareness to all Elected Members and Administration staff. 2. Where possible decisions are judged against the values, demonstrating that the values are not just words, rather they are “lived” by the organisation.
Strategies and Frameworks	None identified specifically to community engagement (including scan of website).	We do recognise that the Community Engagement Procedure (Engagement Kit) has some properties of a framework.



	<i>Community Development Framework (2010)</i>	<p>We note the contents of the section: <i>Recommendation 2 - Implementation of a Community Engagement Framework in HRCC.</i></p> <p>RECOMMENDATION:</p> <ol style="list-style-type: none">1. Further review and develop components of the Engagement Kit to build a standalone Engagement Framework.2. Link the Framework, and any future strategies to the Organisational Values (ie live them).
Policies and/or Procedures	<p><i>Community Engagement Policy (C04/095)</i></p> <p><i>Community Engagement Procedure (Engagement Kit)</i></p>	<ul style="list-style-type: none">• Always a positive to have a policy titled Community Engagement over “consultation”.• Section 5 Principles; “Council promises to:” is very strong wording (highly commendable). The principles ideally need to be embedded into any procedure or framework. Furthermore, staff and Elected Members need to understand the principles and demonstrate that they have met their promise, as part of the engagement process. <p>The procedure is a comprehensive document, containing the procedure and templated Engagement Kit.</p> <p>The kit has apparent links to some IAP2 Australasia training, in methodology.</p> <p>Definition of engagement is included, and consistent with policy.</p>



		<p>We could not support the following sections from page 11:</p> <p>7. What are the project timeframes? (i.e. how long have you got to undertake community engagement?) <i>Engagement activities will need to be planned that can fit with the existing project timelines.</i></p> <p>8. Is there a budget available to support this process? <i>Engagement activities will need to be planned that can be accommodated in the existing budget.</i></p> <p>9. What are your indicators of success for this project? <i>What is your ideal outcome for this project and your community engagement process? Think through what success would look like. If you are aware of this from the beginning, it will help you to keep focused and on track throughout the process. This will also help you establish evaluation criteria that can be used in the evaluation form.</i></p> <p>They are not in the spirit of the IAP2 Core Values, or for best outcomes of engagement. Comments in relation to each item:</p> <p>7. The community engagement activities should be considered at time of project planning, and appropriate time provided for appropriate engagement. Engagement should not be an afterthought.</p>
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		<p>8. The appropriate engagement should be identified first, then a budget proposed as part of the original project pitch. Engagement should not an afterthought.</p> <p>9. There must be a purpose for engaging, and hopefully it will add value to the project, rather than appear to be a tick-box affair. Asking “what is your ideal outcome?” is the opinion of a single stakeholder/stakeholder group. Perhaps the better question is to ask, “What is the purpose of the project?” and “What is the purpose of the engagement?” or “Why are you engaging?”</p> <p>Page 15 – having an Engagement Tracker is a positive instrument, providing visibility for the organisation.</p> <p>Page 20 – The reports detailed are only for the council. A key part of engagement is closing the loop. Creating reports for stakeholders/stakeholder classes will greatly improve satisfaction with the process. Some reports may only be a paragraph long, others may be pages.</p> <p>STRENGTHS:</p> <ul style="list-style-type: none">• Council promises listed in the <i>Community Engagement Policy</i>.• Engagement Tracker instrument• Recognition of the need to Report and Evaluate.
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		<ul style="list-style-type: none"> Equity of Access to Engagement (page 29) – first time we have seen this is a document. <p>RECOMMENDATIONS:</p> <ol style="list-style-type: none"> 1. Consideration given how to ensure that the policy and procedure to allow for engagement activities that may not be as a result of a council led project (eg state funded road, community led project), that council are still obligated to participate in. 2. The <i>Community Engagement Procedure</i> is reviewed to deliver on the promises of the <i>Community Engagement Policy</i>. 3. If reviewed, the <i>Community Engagement Procedure</i> review considers the wants/needs/desires of the community as part of the process. 4. Council include in their <i>Community Engagement Procedure</i>, under Reporting and Evaluation, the opportunity to seek from and understand what reports the stakeholders would like to receive as part of the process. 5. Training is provided to Elected Members, Staff, along with the community with regards to the <i>Community Engagement Policy</i>, relevant to their roles.
<p>Templates</p>	<p>Contained within the <i>Community Engagement Procedure</i> (Engagement Kit)</p>	<p>The templated system is a positive start to creating a consistent approach to engagement across the organisation.</p> <p>Some of the templates do speak in a language that suggests that the engagement should be a regimented process (ie everything – every time), and always from the organisations point-of-view. Allowing flexibility for opportunities to</p>



		<p>discover unexpected things, or travel unexpected paths as a result of the engagement, will benefit the organisation.</p> <p>Some of the templates are very closely aligned to IAP2 Australasia thinking, whilst others appear not to be linked to the same processes.</p> <p>Templates have a strong suggestion of traditional engagement techniques, with very little recognition of digital or contemporary techniques of engagement.</p> <p>STRENGTHS:</p> <ul style="list-style-type: none"> • A templated process exists – providing a foundation for engagement practice. <p>RECOMMENDATIONS:</p> <ol style="list-style-type: none"> 1. Create a consistent approach across the templates, aligning with the organisational values. 2. Review the templates, provide for the fact that some people may have minimal understanding as they are completing them. Perhaps show what is required information and what is optional. 3. Consider digital engagement in the templates design.
RESOURCES		
People	<ul style="list-style-type: none"> • No specialised staff in community engagement, tied to other roles. • Community Engagement duties are managed by the Community Development Manager (UPDATE: Community Facilitator) 	<p>STRENGTHS:</p> <ul style="list-style-type: none"> • Community Development Officer (UPDATE: Community Facilitator) demonstrated that they have a sound understanding of community engagement and are willing to support the organisation’s community engagement activities.



	<ul style="list-style-type: none"> Project managers manage the community engagement practice in their projects – varying levels of skills. 	<p>RECOMMENDATIONS:</p> <ol style="list-style-type: none"> Council identify a key role for Community Engagement, resource the role and have it report to highest possible level within Administration. Other people who have responsibility for community engagement activities of council have their position descriptions appropriately modified to provide clarity over those expectations.
Skills	<ul style="list-style-type: none"> Skills vary across members of staff Training previously held (The Regional Development Company). 	<p>Identified to us that some staff that had previously been trained had moved on, providing for an opportunity to provide training/re-training to staff.</p> <p>RECOMMENDATIONS:</p> <ul style="list-style-type: none"> Training program be delivered, at appropriate levels for roles, for: <ul style="list-style-type: none"> Staff Community engagement leads/champions Elected members Consideration be made to train community champions in community engagement practice and benefits (activation).
Budget	<p>No specific budget is identified for engagement activities.</p> <p>Engagement activities are budgeted in project budgets. Advice or planning is generally not sought at time of budget preparation.</p>	<p>RECOMMENDATIONS:</p> <ol style="list-style-type: none"> A specific budget line is created for the organisation’s community engagement activity. Where the project budget is responsible for making allowances for community engagement activity, that a plan is developed and costed for the community engagement activity to inform the project budget.



Time to engage	<i>Community Engagement Procedure</i> talks about ensuring that engagement fits into project timeline.	As detailed above, we do not support this expectation. RECOMMENDATION: <ol style="list-style-type: none"> 1. As with recommendation 2 above (Budget), a community engagement plan is developed and is used to inform project timelines. 2. All community engagement activities of council are seen with the same level of importance as other processes of council.
Digital Engagement Tools	Have your Say section on the council website.	Digital Engagement tools provide the opportunity for alternative methods of engagement with the community. RECOMMENDATIONS: <ol style="list-style-type: none"> 1. Council investigate digital engagement tools that would support their engagement activities, in line with their community's expectations of engagement. 2. Council provides comprehensive training to all staff who will use the digital engagement tools, to ensure consistent approach.
PEOPLE		
Elected Members	We understand that there is a general desire to engage the community. Previous councils have received training in community engagement.	RECOMMENDATION/S: <ol style="list-style-type: none"> 1. Regular training program be provided to Elected Members, providing information about community engagement: <ol style="list-style-type: none"> a) What is community engagement? b) Legislation requirements c) How community engagement supports their decision-making role.



		<p>d) Understanding what is required for the administration to engage well.</p> <p>e) The benefits of engagement for the community</p>
Administration Staff	<p>No specified role for community engagement.</p> <p>Community Engagement is managed by Community Development Officer (UPDATE: Community Facilitator).</p> <p>No active resistance to community engagement identified.</p> <p>Project managers regularly lead community engagement activities.</p> <p>Staff regularly do as they have always done in engagement practice.</p>	<p>Council staff have been completing engagement as they understand it.</p> <p>Inconsistent approaches to engagement will confuse the community, as to what they can expect.</p> <p>Opportunity exists to</p> <p>RECOMMENDATIONS:</p> <ol style="list-style-type: none"> 1. Provide training to staff that will provide for an organisational-wide consistent approach to engagement, including: <ol style="list-style-type: none"> a. Community engagement b. Council's policy and processes in relation to community engagement.
Community	<p>Community will engage, however inconsistently.</p> <p>Examples of Sports Pavilion and Rates Strategy were provided to us.</p> <p>Identified that the community has a low level of trust with the council (although this was a subjective observation).</p>	<p>Perhaps related to their understanding of how they can influence the outcome.</p> <p>RECOMMENDATIONS:</p> <ol style="list-style-type: none"> 1. Work with the community to build a solid and widely-accepted approach to community engagement. 2. Ensure that the community have a very clear understanding of what they can influence in matters.



Stakeholders	Stakeholder participation seems to be related to who council administration has identified as a stakeholder.	<p>The current process is very subjective for stakeholder identification.</p> <p>RECOMMENDATIONS:</p> <ol style="list-style-type: none"> 1. Council implement a stakeholder management system.
PRACTICE		
Decision Making – Elected Members	No evidence that Elected Members provide direction at time of decision-making with regards to community engagement.	<p>RECOMMENDATIONS:</p> <ol style="list-style-type: none"> 1. Elected Members provided with the training and key information, so that at time of decision-making, they can provide direction (or expectations) regarding community engagement.
Decision Making – Administrative Staff	No evidence of formal processes for decision-making related to community engagement.	<p>Providing clarity to the expectations of the engagement practice will support the whole organisation.</p> <p>Having clear process of roles and responsibilities will also provide for consistent approaches to engagement practice.</p> <p>RECOMMENDATIONS:</p> <ol style="list-style-type: none"> 1. Identify roles and responsibilities with regards to engagement practice within the council. 2. Ensure commitment by all Senior Management to consistently delivering on the Values of Council, the <i>Community Engagement Policy</i> and <i>Community Engagement Procedure</i>.
Planning	Community Engagement calendar (Engagement Tracker). Understand that it is not used by all staff, or updated reliably.	<p>RECOMMENDATIONS:</p> <ol style="list-style-type: none"> 1. Planning for community engagement activities needs to be done at time of development of project, ensuring availability of time, money and human resources.

	<p>Planning for community engagement would appear to be done once a project has been commenced. That also appears to be acceptable (by the organisation) based on the expectations listed in the <i>Community Engagement Procedure</i> (page 11).</p>	<p>2. All community engagement plans should be reviewed by designated person leading community engagement, which at this time is the Community Development Manager (UPDATE: Community Facilitator).</p>
Delivery	<p>External contractors have not always followed council's policies or procedures when delivering on council engagement projects.</p>	<p>RECOMMENDATIONS:</p> <ol style="list-style-type: none"> 1. All council contractors, regardless of what work they are doing with/on behalf of council, are required to abide by council's <i>Community Engagement Policy</i>. 2. Procurement processes are updated to include point 1 in the general terms and conditions.
Documentation and Materials (used in engagement projects)	<p>Inconsistent approach to documentation provided by council.</p> <p>One example, <i>Community Meeting – Pimpinio 4th March 2019</i> carried no council branding (sourced from website).</p> <p>Many older documents on council website, many appear not to be completed projects (eg. Draft Horsham Municipal Strategic Statement from 2015 – still marked as pending)</p>	<p>RECOMMENDATIONS:</p> <ol style="list-style-type: none"> 1. Develop a consistent approach to documents, this could include general templates of branding. 2. If council is working on projects that don't originate from them, develop a cover document to put with the documentation, to provide context and relevance to the community. 3. Ensure all documents are clearly marked as to what project that they relate to and how to find other related information to that project.
Traditional and Digital	<p>Traditional engagement methods appear to be more regularly used.</p>	<p>The correct use of traditional and digital engagement is ultimately driven by the matter at hand and the expectation of the community in relation to how they want to be engaged.</p>



	Evidence of Have your Say website (including interactive map tool), emails and online surveys.	
Reporting and Evaluation	<p>Reports provided to council, as an expectation of the <i>Community Engagement Procedure</i>.</p> <p>Reports provided to the community via the website, although we found few were tailored as a final report.</p> <p>Evaluation is expected as part of the Community Engagement Procedure.</p>	<p>Reporting is a key step in closing-the-loop of the engagement process. Ideally it will report what was heard, what the organisation did with that information, and how it influenced the decisions/outcomes of the project.</p> <p>Ideally all reports from Council will talk in one voice, with reports tailored for each group of stakeholders (they do not necessarily have to be long reports).</p> <p>RECOMMENDATION:</p> <ol style="list-style-type: none"> 1. Council develops reports in future engagements tailored for each group of stakeholders. 2. Evaluation completed on engagement practice is utilised as part of a continuous improvement process.
CONTINUOUS IMPROVEMENT		
Engagement Practice Evaluation	<p><i>Community Engagement Procedure</i> includes engagement practice evaluation.</p>	<p>STRENGTHS:</p> <p>The <i>Community Engagement Procedure</i> has the final two steps of the process (page 38) demonstrates council commitment to continuous improvement.</p> <p>RECOMMENDATION:</p> <ol style="list-style-type: none"> 1. Council continues to complete the engagement evaluation, using reviews to continually review the community engagement practice of the organisation. 2.



OTHER OBSERVATIONS		
Community Satisfaction Survey	<ul style="list-style-type: none">Informed by staff that a fall in ratings regarding community engagement.	<p>We recognise that surveys give a snap-shot at a point-in-time of the attitudes of the community. Depending on what had been recently happening in the community and council, will have an effect on such ratings.</p> <p>RECOMMENDATIONS:</p> <ol style="list-style-type: none">We would urge council to invest in building strong cooperative relationships with their community and stakeholders. Whilst this may not immediately show-up in surveys, the benefits of working together will bring better long-term results.Ask your community why they did not rate you higher, and then ask them what you could do to get a higher rating.

Summary

Horsham Rural City Council has demonstrated that it is taking positive steps to being recognised as an engaging council. This is demonstrated by their policy, procedures and templates. With continued investment into developing a formal strategy and framework, along with development of their people, they will best position themselves to lead quality engagement processes for and with their community.

Opportunities identified to improve the community engagement practice of the council include:

- Development of people; Elected Members, staff and also the community.
- Formal review and refinement of the engagement policy, procedure and templates, providing consistency across all documents and processes.
- Develop a higher level of use of these documents and to deliver a consistent approach to community engagement across the organisation.
- Improve reporting standards, particularly for community members and stakeholders.
- Training of staff in the engagement processes of council, providing a consistent organisational approach to community engagement.

We would also recommend the implementation of the continuous improvement process for the engagement practice of the organisation.

Investing further in community engagement practice for the council will repay council and the community with improved outcomes, better decision-making, higher community trust and less negativity towards projects.

We thank Horsham Rural City Council for the opportunity to provide you with a Community Health Check by ArneTech. We make ourselves available to further discuss this report.



Darren Keenan

General Manger of Strategy and Engagement



ArneTech

ArneTech is your independent partner for holistic community engagement solutions and continuous practice improvement programs.

We are a professional team, headquartered in Melbourne, Australia, partnering with clients across Australia and New Zealand. With experience both from Australasia and Europe we bring a world view to the practice of community engagement.

We are able to support our client partners with the following solutions:

- ✓ Consulting services
 - Advice, strategy development, organisational change
 - Development of strategies, frameworks, policies, procedures and templates
- ✓ Professional development, training and facilitation
- ✓ Digital engagement solutions
- ✓ Engagement process design, delivery and reporting
- ✓ Engagement capacity (staff and resourcing, content building and management)
- ✓ Continuous improvement programs

On behalf of ArneTech, we thank you for the opportunity to provide you with the Community Engagement Health Check by ArneTech. We trust that it will provide insight and value to your organisation.

We are available to discuss this report and how we may assist your organisation in the future.

Our contact details are:

Phone: (03) 8630 2830
Email: info@arnetech.com.au
Website: www.arnetech.com.au

Darren Keenan's direct contact details are:

Phone: 0428 716 330
Email: darren.keenan@arnetech.com.au

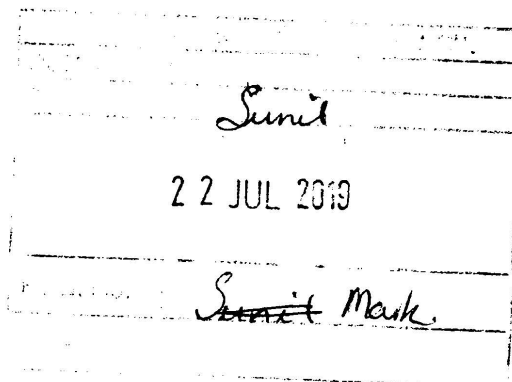


The Hon Michael McCormack MP

Deputy Prime Minister
 Minister for Infrastructure, Transport and Regional Development
 Leader of The Nationals
 Federal Member for Riverina

Ref: MC19-002211

Cr Mark Radford
 Mayor
 Horsham Rural City Council
 PO Box 511
 HORSHAM VIC 3402



15 JUL 2019

Mark
 Dear Mayor

Thank you for your letter of 21 May 2019 to the Prime Minister, the Hon Scott Morrison MP, regarding your support for a dedicated Australian Government Rail Minister. Your letter was forwarded to me as I am the minister responsible for the matters you raised.

On 29 May 2019, the then Governor-General, His Excellency General the Honorable Sir Peter Cosgrove AK MC (Retd), swore in the Ministry of the second Morrison Government. I have the honour of serving in this Government as Deputy Prime Minister and Minister for Infrastructure, Transport and Regional Development. To assist me, I have a number of junior Ministers, including for the first time, a dedicated Assistant Minister for Road Safety and Freight Transport, the Hon Scott Buchholz MP. As leader of the Nationals, I am focussed on ensuring regional Australia is served with the infrastructure it needs across all modes of transport.

I welcome the Horsham Rural City Council's (Council) commitment to regional freight rail, built around its ownership of the Wimmera Intermodal Freight Terminal at Dooen, as well as the time and money Council has invested to grow this business in partnership with SCT Logistics, the terminal and rail operator.

The Australian Government recognises that improved freight and passenger rail networks are critical to connecting regions, boosting economic productivity and easing congestion in our cities. The Government is investing nearly \$19.2 billion on rail infrastructure from 2018-19, with almost \$9.4 billion being invested into passenger rail projects and over \$9.8 billion on freight rail projects. This includes the commitment of \$9.3 billion to the nationally significant Inland Rail project between Melbourne and Brisbane.

In regional Victoria, the Government is also investing \$1.6 billion towards the \$1.75 billion upgrade of passenger rail infrastructure through the Regional Rail Revival Package. This investment will support over a thousand jobs and deliver more frequent and reliable train services for regional Victoria.

The Hon Michael McCormack MP

Parliament House Canberra | (02) 6277 7520 | minister.mccormack@infrastructure.gov.au
 Suite 2, 11-15 Fitzmaurice Street, Wagga Wagga NSW 2650 | michael.mccormack.mp@aph.gov.au

**COUNCIL BRIEFING HELD IN THE COUNCIL CHAMBERS
ON THURSDAY 18 JULY 2019 AT 5.30PM**

Present: Cr MA Radford, Mayor (until 7.20pm); Cr P Clarke, Cr A Gulvin, Cr DA Grimble, Cr L Power, Cr J Robinson, Cr J Koenig; Sunil Bhalla, Chief Executive Officer; Graeme Harrison, Director Corporate Services; Angela Murphy, Director Development Services; Kevin O'Brien, Director Community Wellbeing; John Martin, Director Infrastructure; Justine Kingan, Co-ordinator Strategic Planning (items 4 and 5 only)

1. WELCOME AND INTRODUCTION

Cr Radford welcomed everyone.

2. DISCLOSURE OF CONFLICT OF INTEREST SEC 79, LOCAL GOVERNMENT ACT, 1989 (AS AMENDED)

Nil.

3. HORSHAM URBAN TRANSPORT PLAN WORKSHOP

In attendance

Paul Simons from Tonkin Consulting
Michael McCarthy, Project Manager

4. HORSHAM SOUTH STRUCTURE PLAN WORKSHOP

In attendance

Leah Wittingslow, Managing Director, Mesh

5. CITY TO RIVER ENGAGEMENT PLAN OVERVIEW PRESENTATION

6. CLOSE

Meeting closed at 7.55pm

ASSEMBLY OF COUNCILLORS REGISTER**COUNCIL BRIEFING HELD IN THE RECEPTION ROOM
ON MONDAY 5 AUGUST 2019 AT 5.00PM**

Present: Cr MA Radford, Mayor; Cr DA Grimble, Cr A Gulvin, Cr L Power, Cr J Robinson, Cr J Koenig; Sunil Bhalla, Chief Executive Officer; Graeme Harrison, Director Corporate Services; Kevin O'Brien, Director Community Wellbeing; John Martin, Director Infrastructure; Stephen Pykett, Manager Economic Development

Apologies: Cr P Clarke, Angela Murphy, Director Development Services

Cr Power attended from 5:20pm. Cr Grimble attended from 5:15pm. John Martin attended from 5:15pm.

1. WELCOME AND INTRODUCTION

Cr Radford welcomed everyone.

2. DISCLOSURE OF CONFLICT OF INTEREST SEC 79, LOCAL GOVERNMENT ACT, 1989 (AS AMENDED)

Nil.

3. PRESENTATIONS**3.1 Community Satisfaction Survey**

Teleconference: Mark Zuker provided a summary of the survey results for 2019.

3.2 Mach2 Consulting

Attended: Craig Kenny provided a presentation on the future of Aged and Disability Services.

4. COUNCIL MEETING REPORTS FOR DISCUSSION**4.1 Horsham Aquatic Centre Outdoor Pool Extended Hours**

Discussed

4.2 Youth Council Terms of Reference

Discussed

4.3 Orange Door

Discussed

4.4 Rates and Charges Financial Hardship

Discussed

5. OTHER COUNCIL MEETING REPORTS

5.1 Update on Rock Climbing at Mt Arapiles

Discussed

6. GENERAL DISCUSSION

Meeting adjourned for dinner: 7.15pm

Meeting reconvened: 7.45pm

7. CEO PERFORMANCE REVIEW

Discussed

8. CLOSE

Meeting closed at 8.00pm

**COUNCIL BRIEFING HELD IN THE RECEPTION ROOM
ON MONDAY 12 AUGUST 2019 AT 5.00PM**

Present: Cr MA Radford, Mayor; Cr DA Grimble, Cr L Power, Cr J Robinson, Cr J Koenig; Sunil Bhalla, Chief Executive Officer; Graeme Harrison, Director Corporate Services; Angela Murphy, Director Development Services; Kevin O'Brien, Director Community Wellbeing; John Martin, Director Infrastructure; Heather Proctor, Finance Manager (item 3 only); Zac Gorman, Management Accountant (Item 3 only)

Apologies: Cr P Clarke, Cr A Gulvin

1. WELCOME AND INTRODUCTION

Cr Radford welcomed everyone.

2. DISCLOSURE OF CONFLICT OF INTEREST SEC 79, LOCAL GOVERNMENT ACT, 1989 (AS AMENDED)

Nil.

3. FINANCE AND PERFORMANCE MEETING

Heather Proctor and Zac Gorman presented the monthly report.

4. PRESENTATION

4.1 Grampians Tourism Annual Progress Presentation and Visitor Servicing Review
In attendance: Marc Sleeman

4.2 YMCA Presentation
In attendance: Sam Winter and Scott Bryant

Meeting adjourned for dinner: 7.10pm

Meeting reconvened: 7.40pm

5. COUNCIL MEETING REPORTS FOR DISCUSSION

4.1 Community Engagement Policy Review
Discussed.

4.2 Delegations Update
Discussed.

4.3 Surplus Land - 2 Elmes Street, Natimuk
Discussed.

4.4 Arnotts Quarry Sale

Discussed.

Cr J Robinson left at 8.30pm

4.5 Council Plan Half Yearly Report

Discussed.

4.6 Basketball Naming Proposal Report

Discussed.

4.7 HRLE Roof update

Discussed.

4.8 RRV Maintenance Contract

Discussed.

4.9 Social Infrastructure Plan

Discussed.

4.10 Creative Horsham Plan

Discussed.

5. OTHER COUNCIL MEETING REPORTS

5.1 Uniting Care Update

6. INFORMATION ONLY

6.1 WIFT Update

7. GENERAL DISCUSSION

8. CLOSE

Meeting closed at 9.45pm

**Wimmera Southern Mallee Regional Transport Group (WSM RTG)
MINUTES**

FRIDAY 26 JULY 2019

**Council Chamber, Municipal Offices, Horsham
Meeting start 12:30**

1. Welcome

Cr Kevin Erwin – Northern Grampians Shire Council
Cr Corinne Heintze – Yarriambiack Shire Council
Cr Richard Hicks – West Wimmera Shire Council
Cr David Grimble – Horsham Rural City Council
Cr Ron Ismay – Hindmarsh Shire Council

Barry Crewther – Centre for Participation
Angela Hoy – Hindmarsh Shire Council
Trenton Fithall – Northern Grampians Shire Council
Naga Sundararajah – Buloke Shire Council
Brad Pryor – Regional Roads Victoria
John Martin – Horsham Rural City Council
Paul Spencer – Hindmarsh Shire Council

2. Apologies

Cr Rob Gersch
Angela Daraxaglou
James Magee
Mal Kersting
Rob Armstrong
Mark Marziale

Motion: Cr Grimble / Cr Hicks, that the apologies be accepted. Carried

3. Minutes of Meeting held 30 May 2019

Motion: Cr Heintze/ Cr Hicks, that the minutes of the meeting of 30 May 2019 be accepted as a true and correct record of that meeting. Carried

4. Business Arising from Minutes

- Info about Lamattina B-Quads - circulated
- Centre for Participation Presentation – to be circulated to members
- Publicity for C-Roads campaign (JM to get proposals) – see General Business
- Ribbons on trees on Henty Highway, Kellalac (Linda Oman)
 - Associated with widening works – but works are being deferred at present
- Strategy update (JM to get proposals) – see General Business

5. Financial Statement – Circulated

Current balance - \$49,760.69

Motion: Cr Hicks / Cr Ismay, That the finance report be accepted. Carried

6. Correspondence

- Out: Nil
- In: Nil

Action: Ask Reid Mather to include this Transport Group on his mailing list.

Discussion about the advocacy for the Murray Basin Rail project being proposed by the Rail Freight Alliance, seeking a contribution to facilitate its campaign. Each Council will consider contributing to the fund. Yarriambiack \$1000, West Wimmera \$1000, Horsham \$500.

Discussion that this Group should write a letter to the Minister advocating for this project to be completed to a high standard to ensure the intended freight efficiencies are achieved. Copy RFA in this letter. The letter should include criticism on the standard of service achieved with the work to date, and that these works be completed to a high standard. Reference to Victorian Freight Plan – what did it aim to achieve.

Motion: Cr Grimble / Cr Hicks, that we write a letter to relevant Ministers, and copy local MPs, RFA and VFF into that letter. Carried

7. Reports

7.1. Regional Roads Victoria – Brad Pryor – Written report circulated

Key points:

- Western Highway duplication, the protection status has been determined not to be required, so works are able to re-commence.
- Beaufort bypass – Option C2 has been announced by RRV as its preferred route. BCR <1 which is common to bypasses.
- Stawell to the SA Border – the Federal Government has committed \$60 M, discussions proceeding re matching funds from the State.
- Rehabilitation works complete on Western Highway other than one section south east of Horsham.
- Narrow seals package – good alignment of RRV priorities with WSM RTG identified priorities.
- Following the Pimpinio Bus/Truck crash, and issues with Horsham-Kalkee Rd, consideration of detour routes is occurring, including potential for split one-way detours. Recently there have been separate incidents on detours (2 out of 3 recent detours).

Question:

- Drainage line east of Dadswells Bridge where the main channel used to cross the highway.
 - RRV has plans to upgrade the drainage at this site. Seeking funding e.g. from the Stawell to SA Border package.

7.2. Department of Transport – Angela Daraxoglou – Apology, but written report circulated

Brad Pryor offered to take questions on Angela's behalf.

7.3. WDA

Chris Sounness appointed as new Exec Officer. Commencing in August.

7.4. Victorian Farmers Federation (VFF)

Rob was an apology but reported that the VFF is about to start an advertising campaign relating to signage on long trucks to make it clear the length of the truck to inform vehicles attempting to pass it.

7.5. Graincorp - Absent

7.6. Council Representative Reports

Buloke

- Expanded capex program this year.

West Wimmera

- Kangaroos and deers continue to be a widespread problem on the region's roads.

Horsham

- Urban transport plan – about to have community workshops on 22 August to help shape the draft plan
 - Engagement has occurred identifying a range of issues
 - Request for a short presentation on OD study to next meeting
 - RRV did a video on how OD studies work
- National Roads Congress – in Hahndorf – should aim to prepare an advocacy document for MPs attending that forum. **Action – JM to prepare.**
- Rural transport plan – to commence when the urban plan is near completion, i.e. consultants to be sought soon.
- Passenger rail – meeting with senior bureaucrats in late August
- Heavy Vehicle Routes – MAV prepared a draft response to NTC on its paper seeking LG to improve response times.
- Murra Warra windfarm works temporarily on hold, have caused some problems.

Hindmarsh

- Concern about the Old Minyip Rd – with the recent Pimpinio bus accident, can we close narrow roads in these circumstances? E.g. suggest local-traffic only.
 - RRV offered to consider this as a possible measure. Would require thought about how it would be closed, e.g. Council staff to arrange this.
- Flood recovery works are continuing – wet weather delays.
- Interface agreement with V/Line – Hindmarsh has some concerns, in particular about a segment of road that does not have its responsibility identified in the agreement, i.e. between the V/Line limit and the edge of the VicTrack corridor.
- Thanks to RRV for agreeing not to allow the B-Quads through Rainbow / Jeparit. They are now going through South Australia.
- Concern about short-stacked B-doubles in Nhill between Western Highway and railway line. Action desired before harvest. Seeking a meeting with RRV to consider options.

Motion: Cr Ismay / Cr Hicks, that Ian Mond be invited to a presentation at Nhill to discuss the short-stacking issues with all relevant Councils. Carried.

Northern Grampians

- Rain has helped with grading for this season.
- Flood recovery – largely completed, but seeking an extension for some minor items.
- Bulgana wind farm near completed. Nectar farms will be ramping up soon.
- \$5 M grant announcement for the Stawell Underground Physics Lab – dark matter project – will enable this to proceed.

Yarriambiack

- Completed program except for part of the Dimboola-Minyip Rd. Narrow shoulders is a challenge when vehicles get directed down this road – particularly in wet weather.
- Concerns about Google Maps – sending people down routes that are not desirable. Google isn't responsive to feedback about closed businesses still appearing on maps or poor quality routes. Suggestion that we write to Google to enhance their mapping systems to take on board user feedback about the quality of roads.

7.7. Centre for Participation – Barry Crewther

- Community transport is a key goal of CfP, but seeking to get broader engagement on this objective. The State is good for seed funding for these programs, but finding ongoing funding is a challenge.

Motion: Cr Hicks / Cr Ismay, that the reports be received. Carried

8. General Business

8.1. Strategy proposals

- Seeking proposal from Driscoll Engineering
- Indicative budget of \$30 - \$40,000
- Directors to review proposal when received.
- Email process for agreement – from Councillors.

Include:

- Passenger rail
- Detours for highway incidents
- Info from Western Highway Corridor Strategy report
- Contractor availability -> collective approach for Councils seeking contractors
- OSOM vehicles, e.g. the process for agreeing to routes

8.2. C-Class Roads Publicity Proposal

- Premier Strategy – Jo Stevens – prepared an outline of an advocacy package.
- State budget submission – aim for November – December
- Video really tells an important part of the story. Is probably the main expenditure item in this package.
- JM to contact South-West region re the cost of their video.

Ok to get proposal, and work with Directors via email, then approval by Councillors via email.

Action: John Martin to contact media outlets about video they may have, also Lynton Brown

8.3. Mal Kersting Retirement

Motion: Cr Hicks / Cr Ismay, that we write to Mal Kersting congratulating him on his career and thanking him for his professional and helpful approach in liaising with this Committee. Carried.

9. Next meeting

13 September 2019

(Note – the next meeting was originally scheduled for 20 September, however the Rail Freight Alliance conference is now planned for that date).

10. Close

Cr Kevin Erwin

Chairman

Wimmera Southern Mallee Regional Transport Group



Western Highway Action Committee

WESTERN HIGHWAY ACTION COMMITTEE (WHAC)

10.00AM Friday, 9 August 2019

Hosted by Ballarat City Council

225 Sturt Street, Ballarat Town Hall

MINUTES

1. Welcome & Open Meeting Chair, Cr Kevin Erwin

Present:

Cr Kevin Erwin – Northern Grampians

Cr Jo Armstrong - Ararat

Cr Grant Tillett - Ballarat

Cr Richard Hicks – West Wimmera

Cr John Keogh – Moorabool

Mal Kersting - RRV

Nigel Powers - MRPV

Angela Hoy – Hindmarsh

Phil Jeffrey – Moorabool

Vaughn Notting – Ballarat

John Martin – Horsham

Sam Romasko – Melton

Robert Rowe – Pyrenees

Julie Cronin – Ararat

2. Apologies

Cr David Grimble – Horsham

Cr Ron Ismay - Hindmarsh

Trenton Fithall – Northern Grampians

Angela Daraxoglou - DoT

Mark Marziale – West Wimmera

Motion: Cr Hicks / Cr Armstrong, That the apologies be accepted. Carried.

3. Minutes of Meeting held 14 June 2019

Noted that Cr Armstrong should have been recorded as an apology at the last meeting.

Motion Cr Tillett / Cr Hicks, that the minutes of the meeting of 14 June 2019 be accepted as a true record of that meeting, noting the inclusion of Cr Armstrong as an apology at that meeting. Carried.

Address correspondence to: **WHAC** Secretariat, PO Box 511 Horsham VIC 3402

Phone 03 5382 9724 **Email** lucy.dewit@hrcc.vic.gov.au

Western Highway Action Committee Members

Melton City Moorabool Shire Ballarat City Pyrenees Shire Ararat Rural City Yarriambiack Shire
Northern Grampians Shire Horsham Rural City Hindmarsh Shire West Wimmera Shire

Western Highway Action Committee

4. Business from previous Minutes

- Councils to provide VicRoads with details of load limits on bridges if possible. (*All Councils*)
- Circulation of Ian Mond's presentation (*with minutes*)
- Letter regarding signage (refer correspondence)
- Advocacy for continuation of Fixing Country Roads program (All members)
-

5. Correspondence (to be updated)

Inward

Date	From	Subject
Nil		

Outward

Date	To	Subject
4 Aug 2019	National Transport Commission	Heavy Vehicle Signage
4 Aug 2019	Minister Pulford	Support for Fixing Country Roads Program

Media

- Several items from Wimmera Mail-Times and Ballarat Courier

Motion: Cr Hicks / Cr Tillett, That the correspondence be noted. Carried

6. Financial Statement

Current balance \$59,724.71

Next major financial commitments:

- Send the Chair to the ALGA conference
- Response to Western Highway Corridor Strategy.

Moved John Martin / Cr Tillett, that the finance report be accepted. Carried.

7. Reports

- ***Major Road Projects Victoria – Nigel Powers***

Multiple lane closures at present due to surface / pavement breakdown. Acknowledges that this is a problem for motorists. Repair is complicated by the current weather and the nature of the contracts, leading to a delay. Aiming to do some work next week to avoid further deterioration.

Address correspondence to: **WHAC** Secretariat, PO Box 511 Horsham VIC 3402

Phone 03 5382 9724 **Email** lucy.dewit@hrcc.vic.gov.au

Western Highway Action Committee Members

Melton City Moorabool Shire Ballarat City Pyrenees Shire Ararat Rural City Yarriambiack Shire
 Northern Grampians Shire Horsham Rural City Hindmarsh Shire West Wimmera Shire



Western Highway Action Committee

- Discussion –concern expressed about ensuring there is sufficient funding allocated to these problems, recognising that it is the second busiest interstate freight route in Australia.

Beaufort – Buangor section. Suckers have been treated, but are re-emerging. Treatment will continue.

Buangor – Ararat section. The Federal Minister made a decision recently not to declare the area near the Hopkins River as a culturally significant area requiring protection. This enables the works to proceed. Yesterday, letters were handed to protesters requiring them to vacate within 14 days. The letters outline the approvals that have been obtained and the process that has been gone through. The birthing trees will not be impacted – the facts are on the web site. AV is acting as the RAP and liaising with Martang and Eastern Maar.

Ararat – Stawell. The \$10 M available for pre-construction has been fully expended. Business case preparation for further works packages is underway.

Halletts Way – commissioning of power supply for signals due end of September.

- ***Regional Roads Victoria – Mal Kersting***

Mal presented a video that has been prepared for a range of audiences, including Ministers and senior managers in the new Department of Transport, including Jerome Weimar, now Deputy Secretary of DoT.

Beaufort bypass – have identified a single route as the preferred alignment. This is now the focus of community engagement. Pretty positive feedback from landowners. The formal part of the planning is yet to occur, and it is likely that approval would not occur earlier than around 12 months. The focus has been on planning – there is no indication yet on the timeframe for construction.

Ararat bypass – continuing with planning for this, but the focus has been Beaufort.

Horsham bypass – working with the Council on local road links that may provide short term improvements, and that may lead to a longer term bypass.

Western Highway Corridor – a draft action plan has been prepared and is currently under review.

- Comment – this Committee has not seen a draft, and there is some expectation that it should as a key stakeholder for the Highway.

Maintenance funds for this year are \$6.4 M compared to \$15.3 M last year. The funding last year addressed a backlog of some major maintenance issues.

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Phone 03 5382 9724 **Email** lucy.dewit@hrcc.vic.gov.au

Western Highway Action Committee Members

Melton City Moorabool Shire Ballarat City Pyrenees Shire Ararat Rural City Yarriambiack Shire
Northern Grampians Shire Horsham Rural City Hindmarsh Shire West Wimmera Shire



Western Highway Action Committee

Ballarat – Melbourne WRSB works are progressing. Some supplementary works also required, e.g. U-turn provision.

Bacchus Marsh traffic. Significant congestion and safety issues are developing. A range of options being looked at to improve links. Careful long-term planning is required on this type of work.

The Chair thanked Mal for his fantastic efforts as Regional Director and wished him well in his retirement.

- **Department of Transport – Apology**
- **Members**

West Wimmera

- Concerned about the SMEC study, and lack of this being available for review as a draft by this Committee. We haven't been effectively consulted on this. The Chair should have been included on an oversight Committee for this study.
 - **Action – JM to seek an update from DoT.**

Moorabool

- Mention was made of a toilet block being closed in the Ballarat – Melbourne section. One is closed at night – there is a view that these should be open at night.
 - **Action – JM to follow up.**

Hindmarsh

- On behalf of Cr Ismay, requested that the Council should be consulted before actions are taken on roads in the municipality. Key issue is rumble strips. These have worn out in sections on the Rainbow – Jeparit meeting.
- Will be meeting with RRV after this meeting about problems with short-stacking of long trucks at railway crossings where the intersections are close to the Western Highway.

Pyrenees – Nil

Ballarat

- Acknowledgement of the Fixing Country Roads program, and Black Spot funding – this funding has been ramped up this year. Hoping that these programs continue for many years.
 - This was endorsed by all Councils.

Melton

- Catherine King has been advocating the Western Highway. She mentioned WHAC in her speech in Parliament. See this link:

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- <https://www.facebook.com/CatherineKingMP/videos/vb.158510000966155/2061540460819360/?type=2&theater>
- The Hansard record will be attached to the minutes of this meeting. **(Action)**
- Business cases are progressing for improvements to the Freeway in the Melton – Caroline Springs program. Includes interchanges, flyovers and other works.

Ararat

- Seeking timely output from the Committee to help with actions being progressed.

Horsham

- Acknowledge the good work of RRV re truck noise through Dadswells Bridge.
- Urban transport plan – draft to go to Council end of September for public comment
- Rural transport plan – will then follow
- Geodetic Rd intersection with Western Highway on NW edge of Horsham is a limiting intersection, given the railway line.

Northern Grampians

- CEO Michael Bailey is moving on to the RRV Regional Director's role.

Motion: Cr Hicks, Cr Keogh, That the reports be received. Carried.

8. General Business

- ***Motion: Cr Hicks, Cr Armstrong, That we write a letter to Mal Kersting thanking him for his service to our regional roads, the regular and informative consultation, and his friendly, professional and receptive manner. Carried by Acclamation.***

9. Next Meeting

25 October – Venue – Ararat – possibly at the Town Hall.

Rest of the year:
13 December

10. Close – 11:35 am

Cr Kevin Erwin
Chair

For info: the Western Highway Project website is now at the following link:

<https://roadprojects.vic.gov.au/projects/western-highway>

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