



# Minutes

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Council Meeting held at 12.30 PM on Monday 5 September 2022 in the Council Chamber, Pleasant Creek Historic Precinct, Stawell.

## **Present**

Cr Murray Emerson (Mayor)  
Cr Lauren Dempsey  
Cr Kevin Erwin  
Cr Trevor Gready  
Cr Rob Haswell  
Cr Eddy Ostarcevic PhD

Ms Liana Thompson, Chief Executive Officer  
Mr Graham Haylock, Acting Director Corporate and Community Services  
Mr Trenton Fithall, Director Infrastructure and Amenity

## **Affirmation**

We recognise the traditional owners of the land.  
We are inspired by the early pioneers and by those who gave their lives for our country.  
We now ask God's blessing on our deliberations  
and on our commitment to build a better lifestyle and environment.

Confirmed at the meeting of Council on Monday 3 October 2022.

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## **1. Apologies**

Nil

## **2. Confirmation of Minutes**

Council Meeting held on Monday, 1 August 2022

Council Meeting held on Monday, 15 August 2022

Statutory Council Meeting held on Monday, 15 August 2022

## **RESOLUTION**

**That the minutes as listed, copies of which have been circulated, be confirmed and adopted.**

**Moved: Cr Rob Haswell**

**Seconded: Cr Kevin Erwin**

**Carried**

## **3. Matters Arising from the Minutes**

Cr Gready noted the 15 August Statutory Council Meeting Minutes were missing statements that he and Cr Dempsey provided.

## **4. Presentations/Awards**

Nil

## **5. Presentation of Petitions and Joint Letters**

### **5.1. Presentation of Petitions and Joint Letters**

#### **Summary**

The purpose of this report is to receive a petition to Council requesting consideration for pathways and drainage to be developed along Inglewood Road, St Arnaud as a part of the 2022/23 budget.

#### **Recommendation**

**That Council receives the petition and it be dealt with as Urgent Business.**

#### **RESOLUTION**

**That the petition be received and lay on the table until the next Council meeting.**

**Moved: Cr Kevin Erwin**

**Seconded: Cr Trevor Gready**

**Carried**

## **Background/Rationale**

Council has received a petition on Tuesday, 23 August from 12 community members, requesting that Council consider developing pathways and drainage along Inglewood Road, St Arnaud.

*To whom it may concern.*

*I have felt compelled to forward this letter to the shire in St Arnaud regarding the Inglewood Road at St Arnaud.*

*Almost two years ago in 2020 I purchased a house on the left-hand side of Inglewood Road on the way out of town, since then 3 more houses have been built in this area, with one more to be built sometime this year.*

*The reason for this letter is to ask council whether it be possible for the development of pathways and drainage on Inglewood Road as a part of the 2022/23 budget.*

*As a resident on Inglewood Road, I believe that drainage and pathways are needed not only to improve the visual appeal, which it would, but also for more important safety reasons that include*

- This area is also housing to many families with young children. Due to no footpaths, many of the residents are forced to walk closely by the main highway, which is essentially unsafe, and impossible to push a pram along in the mud, especially for families with young children. With the development of pathways, residents may be more inclined to go walking enhancing a healthy lifestyle and safer community.*
- Water running down towards private property that may have the ability to damage the property due to the road, the slope, and the lack of any curbing. This may not cause damage immediately but over time will certainly incur negative effects.*
- Being a main highway and possibly one of the most used roads in town to a high amount of traffic and with a great deal of space on the side of the road makes it a considerable area for cars to turn around. People have taken it upon themselves to use this area as a U-turn and the red gravel that has been previously laid down has now been torn up. Footpaths and curbing would eliminate this activity.*
- Storm damage has been an issue in the past, largely in connection to the Veterinarians building and resident housing surrounding. Having adequate drainage will certainly help and make a big difference especially with heavy rainfall events.*

*As you can see, there are numerous reasons as to why Inglewood Road would benefit from the development of adequate drainage and pathways. I have also attached to this letter the names and signatures of the residents of Inglewood Road who agree with what I have written that the development of drainage and pathways should be highly considered as a part of the St Arnaud 2022/23 budget.*

Council's Governance Rules specify that a petition or joint letter received by Council must be lodged with the Chief Executive Officer at least ten days before a Council meeting to ensure sufficient time to include the item on the agenda. The Chief Executive Officer has determined that this petition has been lodged with her in sufficient time before the Council meeting to include the petition on the September Council meeting agenda.

Unless Council determines to consider the petition as an item of urgent business, no motion (other than a motion to receive the same) may be made on any petition, joint letter, memorial or other like application until the next Council meeting after the petition has been presented.

If a petition or joint letter relates to an operational matter, Council must refer it to the Chief Executive Officer for consideration.

Where a petition or joint letter has been allowed to lay on the table, the Chief Executive Officer may refer it to the appropriate member of Council staff for a report prior to it being considered by Council, as deemed appropriate by the Chief Executive Officer in their discretion.

## **Legislation, Council Plan, Strategy and Policy Implications**

Governance Rules

**Options**

**Option 1**

That Council determines to consider the petition as an item of urgent business.

**Option 2**

That the petition be received and lay on the table until the next Council meeting.

**Implications**

Not applicable

**Procurement**

Not applicable

**Community Engagement**

Not applicable

**Innovation and Continuous Improvement**

Not applicable

**Collaboration**

Not applicable

**Officer's Declaration of Interest**

All officers providing advice to Council must disclose any interests, including the type of interest.

Mary Scully, Manager Governance

In providing this advice as the author, I have no disclosable interests in this report.

**Attachments**

Nil

## **6. Disclosure of a Conflict of Interest at a Council Meeting**

A Councillor who has a conflict of interest in a matter being considered at a Council meeting at which he or she-

- (i) is present must disclose that conflict of interest by explaining the nature of the conflict of interest to those present at the Council meeting immediately before the matter is considered; or
- (ii) intends to be present must disclose that conflict of interest by providing to the Chief Executive Officer before the Council meeting commences a written notice-
  - advising of the conflict of interest;
  - explaining the nature of the conflict of interest; and
  - detailing, if the nature of the conflict of interest involves a Councillor's relationship with or a gift from another person, the-
    - name of the other person
    - nature of the relationship with that other person or the date on receipt, value and type of gift received from the other person; and
    - nature of that other person's interest in the matter;

and then immediately before the matter is considered at the meeting announcing to those present that he or she has a conflict of interest and that a written notice has been given to the Chief Executive Officer.

The Councillor must, in either event, exclude themselves from the decision-making process, including any discussion or vote on the matter and any action in relation to the matter and leave the Council meeting immediately after giving the explanation or making the announcement (as the case may be) and not return to the meeting until after the matter has been disposed of.

### **Members of Staff**

A member of Council staff must disclose any conflict of interest in a matter in respect of which they are preparing or contributing to the preparation of a report for a Council meeting. They must immediately upon becoming aware of the conflict of interest, provide a written notice to the Chief Executive Officer disclosing the conflict of interest and explaining its nature.

Nil

## 7. Informal Meetings of Councillors

[Liana Thompson, Chief Executive Officer]

Council's Governance Rules require that if there is a meeting of Councillors that-

- is scheduled or planned for the purpose of discussing the business of Council or briefing Councillors;
- is attended by at least one member of Council staff; and
- is not a Council meeting, delegated committee meeting or community asset committee meeting

the Chief Executive Officer must ensure that a summary of the matters discussed at the meeting are:

- tabled at the next convenient Council meeting; and
- recorded in the minutes of that Council meeting.

The records for the period since the last Council Meeting are listed below.

Date	Meeting Description	Matters Considered At The Informal Meeting:	Conflict Of Interest Disclosures		
22/08/2022	Sustainable Infrastructure Briefing	8.1 Community Care Review	Councillor/Officer Item Number Nil	Left Meeting Nil	
		8.2 Halls Gap Hub and VIC Transition Update			
		8.3 North Park Master Plan Timelines			
		8.4 Sporting Facility Upgrades			
		8.5 Legislative EFT Presentation			
		8.6 Newspaper Spend			
		9.1 C1 2020/21 - Provision of Civil Engineering and Project Management Consultancy Services			
		9.2 C10 2018/19 - Bituminous Surfacing Program - Sealing, Resealing and Final Seal			
		9.3 C2 2018/19 - Provision of Building Inspector (Unlimited) Services			
		9.4 C2 2022/23 - Provision of Plumbing Services			
		9.5 C3 2022/23 - Provision of Electrical Trades Services			
		9.6 C1 2022/23 - External Plant and Equipment Hire for Civil Works			
25/07/2022	Organisational Effectiveness Briefing	8.1. Outstanding Rates Summary	Councillor/Officer Item Number Nil	Left Meeting Nil	
		8.2. Proposed Place Naming - Lord Nelson Park Multipurpose Sporting Pavilion			
		8.3. Rural Pipeline Project			
		8.4. Adoption of Amendments to Governance Rules			
		8.5. Quarterly Council Action Plan Report			

## RESOLUTION

That the report on Informal Meetings of Councillors be approved.

Moved: Cr Kevin Erwin

Seconded: Cr Eddy Ostarcevic

Carried

## 8. Items Brought Forward

Nil

## **9. Consideration of Reports of Officers**

### **9.1. Enhance Lifestyles and Community**

#### **9.1.1. Club Request for Waiver of Fees**

**Author/Position:** Zander McDougall, Manager Active Communities

**Purpose**

The purpose of this report is to present a request from the Stawell Mountaineers NRL Rugby Team to have their council user fees waived for the first season.

**Summary**

To consider waiving user fees for the use of the North Park soccer/athletics oval for the 2022-23 season.

**Recommendation**

**That Council waives the user fees for the Stawell Mountaineers NRL Rugby Team for the 2022-23 season.**

### **RESOLUTION**

**That Council waives the user fees for the Stawell Mountaineers NRL Rugby Team for the 2022-23 season.**

**Moved:** Cr Kevin Erwin

**Seconded:** Cr Rob Haswell

**Carried**

## **Background/Rationale**

Stawell Mountaineers NRL Rugby Team is a newly formed organisation that will be offering both senior and junior community members an opportunity to play rugby in Stawell. North Park soccer/athletics oval will be the home ground for the team and the season commences in September 2022.

As this is a newly formed organisation, they do not have any savings/earnings to draw upon for start-up costs. The waiver of fees will assist the new team during its establishment.

Encouraging new clubs and therefore more people to engage in sporting activities is consistent with Council's *Municipal Health and Wellbeing Plan 2021-25*. One key deliverable of the plan is to promote a diverse range of active living opportunities in the shire.

In addition, the *Open Space Sport and Recreation Strategy 2013-22* identifies priority projects for Council to support for the period 2013 to 2022 and to respond to changing community needs and to increase participation in sport and recreation activities for all members of the community.

The strategy identifies four key areas of focus for future recreation provision within the shire being:

- increased participation for all
- a diverse range of recreational choices
- great places for people to recreate
- to inspire people to recreate

Rugby is played in the summer months and therefore will not impact on the winter use of the soccer club which uses the same field at North Park. Increased usage of the North Park soccer oval over summer will therefore increase the watering over that period and require additional hours from the parks and gardens team.

## **Legislation, Council Plan, Strategy and Policy Implications**

Open Space Sport and Recreation Strategy 2013-22

Municipal Public Health and Wellbeing Plan 2021-25

## **Options**

### **Option 1**

That Council approves the user fee waiver for the Stawell Mountaineers NRL Rugby team for the 2022-23 season.

### **Option 2**

That Council does not approve the user fee waiver for the Stawell Mountaineers NRL Rugby team for the 2022-23 season.

## **Implications**

The subject matter has not raised any sustainability issues (economic, social, environmental or climate change) or heritage/cultural, amenity, human rights/gender equality, privacy, risk management, budgetary and asset management implications.

## **Procurement**

Not applicable

## **Community Engagement**

Not applicable

## **Innovation and Continuous Improvement**

Not applicable

## **Collaboration**

Not applicable

**Officer's Declaration of Interest**

All officers providing advice to Council must disclose any interests, including the type of interest.

Zander McDougall, Manager Active Communities

In providing this advice as the author, I have no disclosable interests in this report.

**Attachments**

Nil

### 9.1.2. Sporting Facility Upgrades

**Author/Position:** David Hwang, Coordinator Community Futures

**Purpose**

Council to formalise the capital budget for the Sporting Infrastructure Upgrades at Navarre and Great Western.

**Summary**

The Victorian Government has announced several grant opportunities for Sporting Infrastructure in the Northern Grampians Shire ahead of the election. Whilst welcome, this funding has not completely matched Council's Capital Budget, which now requires an adjustment to ensure delivery and viability for further grants.

**Recommendation**

**That Council**

- a) notes the additional \$300,000 of secured grant funding towards the Great Western Clubroom and Changerooms capital project
- b) notes a project budget increase of \$450,000 for the Navarre Clubrooms and Changerooms capital project
- c) reallocates \$300,000 from Council's contribution to the Great Western Clubroom and Changerooms capital project to the Navarre Clubrooms and Changerooms capital project budget and makes an additional contribution of \$150,000.

### RESOLUTION

**That Council**

- a) notes the additional \$300,000 of secured grant funding towards the Great Western Clubroom and Changerooms capital project
- b) notes a project budget increase of \$450,000 for the Navarre Clubrooms and Changerooms capital project
- c) reallocates \$300,000 from Council's contribution to the Great Western Clubroom and Changerooms capital project to the Navarre Clubrooms and Changerooms capital project budget and makes an additional contribution of \$150,000.

**Moved:** Cr Kevin Erwin

**Seconded:** Cr Eddy Ostarcevic

**Carried**

## Background/Rationale

The year two Council Action Plan makes a commitment to:

- advocate for funding and delivery of Great Western PPP Football and Netball Clubrooms, and
- deliver detailed design for Navarre Recreation Reserve Facility Upgrades.

Council committed both a rates and loan contributions to enable implementation of the above action. Council's ten-year Capital Works Program includes the delivery recreational projects for Navarre and Great Western.

Recently the state government announced several grants for sporting infrastructure in the shire, ahead of the election. In response, Council officers have reviewed the capital budget, identified impacts and proposed options to enable the funding for Navarre to be secured.

The table below details the current budget and position.

Purpose	Total Cost	Anticipated funding amount	Funding amount	Current Council contribution	Budget impacts	Timeframe
Great Western Clubroom and Changerooms	\$2,401,000	\$1,200,000	\$1,500,000	\$1,161,000 (\$702k loan and \$459K rates)  \$40,000 Club contribution	+\$300,000 More than anticipated in grant funding	FY 23/24/25
Navarre Clubroom and Changerooms	\$2,100,000	\$1,050,000	\$600,000	\$1,000,000  \$50,000 in club contribution	-\$450,000 Less than anticipated in grant funding	FY 24/25

To secure the state government funding, Council is required to commit the difference. This can be achieved by re-deploying savings to Council's contributions at Great Western to Navarre and contributing a further \$150,000. This additional contribution may leverage further grant opportunities.

## Ten-year capital plan changes

Existing Capital Budget Great Western

Year	Cost	Grant income	Borrowings	Contributions	Rates subsidy
2021/22	240,000	160,000			80,000
2022/23	60,000				60,000
2023/24	960,800	480,400		40,000	440,400
2024/25	1,441,200	719,600	702,000		19,600
2025/26					
2026/27					
2027/28					
2028/29					
2029/30					
2030/31					
2031/32					
Future					
<b>Total</b>	<b>2,462,000</b>	<b>1,200,000</b>	<b>702,000</b>	<b>40,000</b>	<b>520,000</b>

## Proposed Capital Budget Great Western

Year	Cost	Grant income	Borrowings	Contributions	Rates subsidy
2021/22	240,000	160,000			80,000
2022/23	60,000				60,000
2023/24	800,000	600,000		40,000	160,000
2024/25	1,602,000	900,000	702,000		
2025/26					
2026/27					
2027/28					
2028/29					
2029/30					
2030/31					
2031/32					
Future					
<b>Total</b>	<b>2,462,000</b>	<b>1,500,000</b>	<b>702,000</b>	<b>40,000</b>	<b>220,000</b>

## Existing Capital Navarre

Year	Cost	Grant income	Borrowings	Contributions	Rates subsidy
2021/22	60,000				60,000
2022/23					
2023/24					
2024/25	2,100,000	1,050,000		50,000	1,000,000
2025/26					
2026/27					
2027/28					
2028/29					
2029/30					
2030/31					
2031/32					
Future					
<b>Total</b>	<b>2,100,000</b>	<b>1,050,000</b>	<b>0</b>	<b>50,000</b>	<b>1,000,000</b>

## Proposed Capital Budget Navarre

Year	Cost	Grant income	Borrowings	Contributions	Rates subsidy
2021/22	60,000				60,000
2022/23					
2023/24					
2024/25	2,100,000	600,000		50,000	1,450,000
2025/26					
2026/27					
2027/28					
2028/29					
2029/30					
2030/31					
2031/32					
Future					
<b>Total</b>	<b>2,100,000</b>	<b>600,000</b>	<b>0</b>	<b>50,000</b>	<b>1,450,000</b>

## **Legislation, Council Plan, Strategy and Policy Implications**

Council Action Plan 2022-23

Council Plan – Enhance Lifestyles and Community and Sustainable Infrastructure

### **Options**

#### **Option 1**

That Council

- a) notes the additional \$300,000 of secured grant funding towards the Great Western Clubroom and Changerooms capital project
- b) notes a project budget increase of \$450,000 for the Navarre Clubrooms and Changerooms capital project
- c) reallocates \$300,000 from Council's contribution to the Great Western Clubroom and Change rooms capital project to the Navarre Clubrooms and Changerooms capital project budget and makes an additional contribution of \$150,000.

**[recommended]**

#### **Option 2**

That Council

- a) does not reallocate \$300,000 from Council's contribution to the Great Western Clubroom and Change rooms capital project to the Navarre Clubrooms and Changerooms capital project budget and does not contribute an additional \$150,000
- b) does not secure the \$600,000 state government funding for the Navarre Clubrooms and Changerooms capital project and seeks future grant funding.

**[Not recommended]**

### **Implications**

Any identified sustainability issues (economic, social, environmental or climate change) or heritage/cultural, amenity, human rights/gender equality, privacy, risk management, budgetary and asset management implications have been addressed in this report.

### **Procurement**

Not applicable

### **Community Engagement**

Comprehensive community engagement has been undertaken in the development of the concept designs for Navarre and Great Western facilities. This process and the identified need for upgraded facilities contributed towards the viability of these projects to receive grant and Council funding. All impacted clubs were engaged after the announcements of funding and understand the implications that construction may have on their function.

### **Innovation and Continuous Improvement**

Not applicable

### **Collaboration**

Sport and Recreation Victoria have been heavily engaged throughout the development of this project and in the grant application process. They have provided clarity and direction regarding state grants and are supportive of Option 1 above.

### **Officer's Declaration of Interest**

All officers providing advice to Council must disclose any interests, including the type of interest.

David Hwang, Coordinator Community Futures.

In providing this advice as the author, I have no disclosable interests in this report.

### **Attachments**

Nil

## **9.2. Boost Economic Growth**

Nil

### 9.3. Providing Sustainable Infrastructure

#### 9.3.1. Asset Plan 2022-32

**Author/Position:** Trenton Fithall, Director Infrastructure and Amenity

#### **Purpose**

To endorse the Asset Plan 2022-32 in order to comply with Section 92 of the *Local Government Act 2020*.

#### **Summary**

Public assets play a pivotal role in the fabric of the community's day to day function; the Asset Plan (Plan) is required to ensure assets are strategically managed to meet current and future needs of our community.

The purpose of the plan is to:

- communicate to the community the types and quantum of assets owned by Council
- have better asset management outcomes through a more engaged community
- demonstrate how Council will efficiently and responsibly manage assets to meet the service delivery needs of our community, now and into the future, in a cost-effective manner
- ensure that there is alignment between asset management planning, Shire Vision, Council Plan, Financial Plan and the Budget

Under section 92 of the *Local Government Act 2020*, Council must develop, adopt and keep in force an Asset Plan.

#### **Recommendation**

**That Council endorses the Asset Plan 2022-32.**

### **RESOLUTION**

**That Council endorses the Asset Plan 2022-32.**

**Moved:** Cr Eddy Ostarcevic

**Seconded:** Cr Kevin Erwin

**Carried**

## **Background/Rationale**

Under section 92 of the *Local Government Act 2020*, Council must develop, adopt and keep in force an Asset Plan in accordance with its deliberative engagement principles and Community Engagement Policy. The Plan communicates how Council will manage its assets in order to deliver Council Vision objectives and the supporting Council Plan 2021-25.

The Plan plays a vital role in Council's integrated planning and reporting framework, aligning with other key strategic planning. This approach ensures a consistent approach being applied in the delivery of services across Council.

The Plan also sets the overarching framework of the Asset Management System (AMS) to be used that ensures assets are managed consistently. The AMS is used to analyse, consider and guide decision making in operating, maintaining, renewing, upgrading, disposal and creation of new assets.

It covers infrastructure assets that are under the authority of Council and are used to provide a wide range of services to the community. These assets include roads, bridges, major culverts, kerb and channel, footpaths and open space, stormwater drainage and public buildings.

The Plan incorporates a total lifecycle cost approach, that considers the operation, maintenance, renewal, upgrade and new asset activities, to forecast the ten-year financial projects required to deliver Council's strategic objectives contained in the Council Plan and Community Vision. These costs are based on sustaining the current level of service and compared with the available funding in the Financial Plan.

The challenges in managing Council assets are well recognised within the Plan, as more asset renewal is deferred, the risk associated with the use of the assets will increase and may result in larger maintenance costs, reduced serviceability, non-compliance with legislation and regulations or increased risk to life or injury. To ensure assets continue to enable livability and prosperity within the community in the medium to long-term, Council's focus is on ensuring operations and maintenance of existing assets remain at sustainable levels whilst monitoring and responding to demand and growth challenges as they occur.

## **Legislation, Council Plan, Strategy and Policy Implications**

*Local Government Act 2020*

Council Vision 2041

Council Plan 2021-2025

Financial Plan 2021-31

*Sustainable Asset Management Policy*

Sustainable Asset Management Strategy

Asset Management Plan

Road Management Plan

*Community Engagement Policy*

## **Options**

### **Option 1**

That Council endorses the Asset Plan 2022-32. **[recommended]**

### **Option 2**

That Council does not endorse the Asset Plan 2022-32. **[not recommended]**

## **Implications**

Any identified sustainability issues (economic, social, environmental or climate change) or heritage/cultural, amenity, human rights/gender equality, privacy, risk management, budgetary and asset management implications have been addressed in this report.

## **Procurement**

Not applicable

## **Community Engagement**

To understand the aspirations of the community regarding assets and service level provided, Council conducted an engagement process in two phases.

The first phase was in the form of a community survey, establishing the needs of the communities as a baseline.

Phase two of the engagement included information sessions; various asset classes were discussed. These sessions provided an opportunity to provide community perspectives to key challenges facing Council when making decisions that balance asset performance and expenditure choices. The feedback received from the community has been used to develop this plan.

The draft plan was also put to the community for comment in July 2022.

## **Innovation and Continuous Improvement**

Based on the feedback received during the community engagement, Council is looking to implement:

- continuous improvement across its operations and maintenance
- prioritise critical infrastructure for renewal and fit for purpose upgrades
- consolidate infrastructure and consider multi-use
- advocate for further funding opportunities
- monitor performance
- optimise unsealed road networks
- improve infrastructure resilience to extreme weather event
- balance community expectation and available resources

## **Collaboration**

Some advice was received from Institute of Public Works Engineering Australia (IPWEA) on how to package the document to make sure it simple and easy to understand for non-technical people

## **Officer's Declaration of Interest**

All officers providing advice to Council must disclose any interests, including the type of interest.

Trenton Fithall, Director Infrastructure and Amenity

In providing this advice as the author, I have no disclosable interests in this report.

## **Attachments**

1. Asset Plan 2022-23 ( Final) [9.3.1.1 - 30 pages]

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# Asset Plan 2022-32

*Version 1.00*

September 2022

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Northern Grampians Shire Council  
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## CONTACT US

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### Schedule of Changes and Amendments

Version	Date	Changes/Amendment
V1.00	06/2022	First Draft prepared by Council Officers
V1.01	08/2022	Final Draft prepared by Council Officers considering public submission

- NB: 1. Primary number changes to Versions (eg V1.00 to V2.00) will be made when the document undergoes its regular review and when significant changes are made to standards and guidelines for inspections, intervention levels or work.
2. Secondary number changes (V1.00 to V1.01) will apply to minor amendments that do not materially impact the document and are intended only to clarify or update issues.

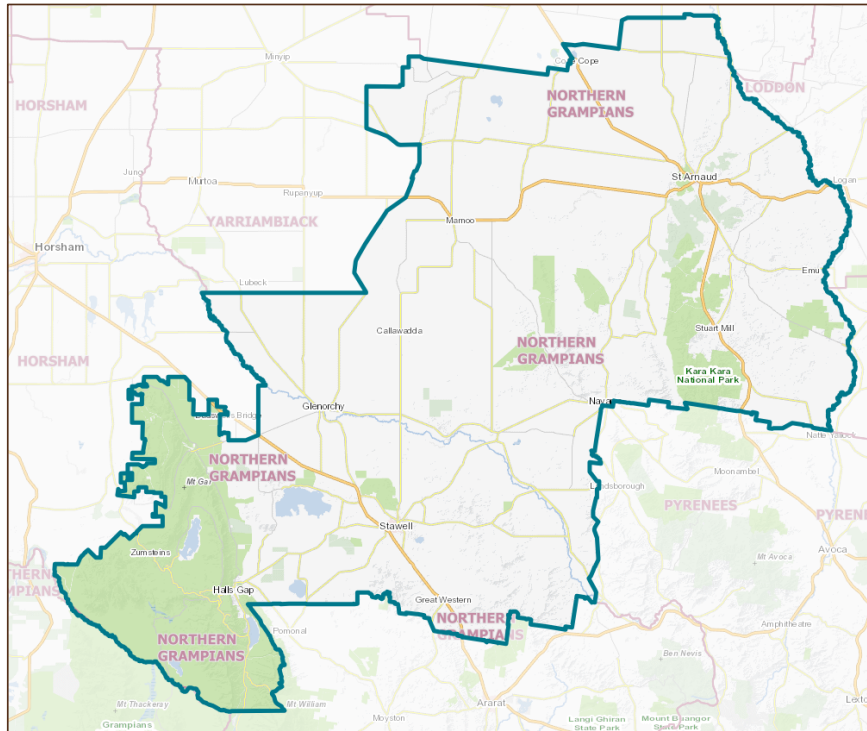
## Asset Plan 2022-32

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## 1. Introduction

Northern Grampians Shire Council is in the central western part of Victoria, offering urban and rural lifestyles. Northern Grampians' major towns are Stawell in the south and St Arnaud in the north, both service centres for their surrounding rural communities. Smaller townships include Great Western, Halls Gap, Glenorchy, Navarre, Marnoo and Stuart Mill.



**Figure 01:** Map of Northern Grampians Shire Council.

Councils collect rates from residents and businesses in the municipality to help fund the delivery of community infrastructure and services, which is supplemented by funding from other levels of government to fund services and infrastructure for their communities.

Council owns a diverse asset portfolio which are critical to its service delivery and the community. To ensure appropriate infrastructure and services are in place for the current and future generations, this 10-year **Asset Plan** is established, providing a framework on how Council intends to manage its assets, achieving the objectives outlined in the Shire Vision and supporting Council Plan.

There are other state and nationally significant assets within our shire which are managed by State and Federal authorities including GWM Water, Regional Roads Victoria, and Parks Victoria just to name a few. These assets are not covered in this Asset Plan.

## 2. The Purpose of the Asset Plan

Public assets play a pivotal role in the fabric of the community's day to day function; therefore it was important to develop this plan to ensure assets are strategically managed to meet current and future needs of our community. The purpose of the plan is to:

- Communicate to the community the types and quantum of assets owned by Council.

- Have better asset management outcomes through a more engaged community.
- Demonstrate how Council will efficiently and responsibly manage assets to meet the service delivery needs of our community, now and into the future, in a cost-effective manner.
- Ensure that there is alignment between asset management planning, Council Plan, Financial Plan, and the budget.

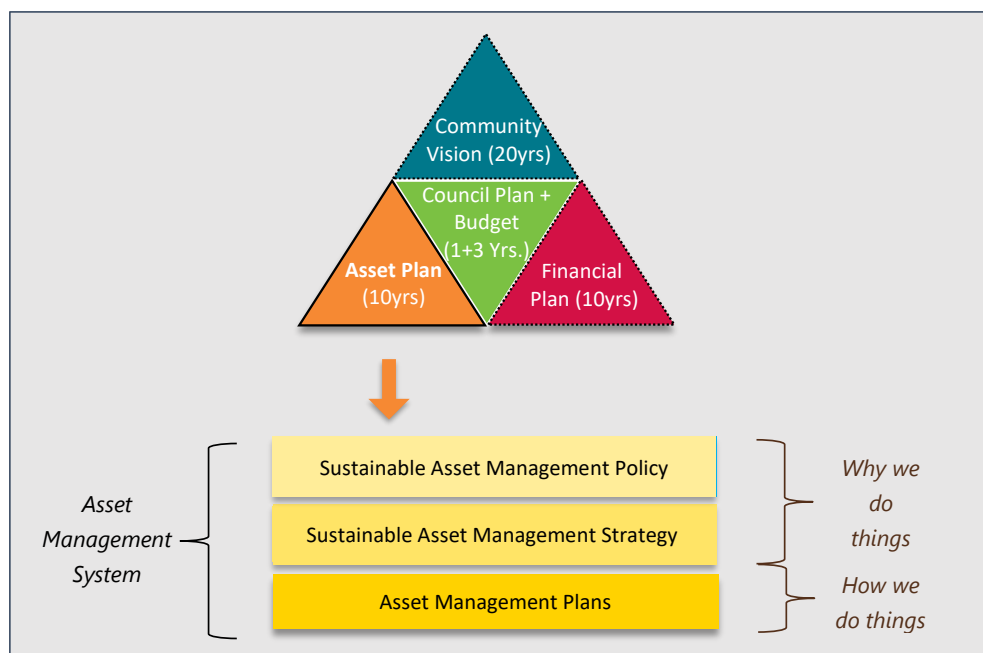
Council's approach in managing its assets is to be able to meet the agreed level of service in a cost-effective manner. To achieve this there will be an ongoing review of any trade-offs on performance, cost, and risk through further engagement with the community.

### 3. Strategic Context

#### Alignment with Council Key Strategic Documents

The Asset Plan plays a vital role in Councils integrated planning and reporting framework, aligning with other key strategic planning. This approach ensures a consistent approach being applied in the delivery of services across Council. *Figure 02* below shows how the Asset Plan is linked to Council key strategic documents.

The Plan also sets the overarching framework of the Asset Management System (AMS) to be used that ensures assets are managed consistently in accordance with the objectives and principles set within the Community Vision and Council Plan. The AMS is used to analyse, consider and guide decision making in operating, maintaining, renewing, upgrading, disposal and creation of new assets.



**Figure 02:** Link between Asset Plan, Asset Management System documents and other Council key strategic documents.

#### Compliance with *Local Government Act 2020*

Section 92 of the Local Government Act require Councils to adopt an initial Asset Plan by 30 June 2022 and review every 4 years in alignment with the Council term. Compliance against this Plan will be annually reviewed to ensure that community assets are managed in accordance with the Plan.

#### 4. Our Approach

Councils approach in managing its asset portfolio is to have an agreed position with the community that meets the required level of service in a financially sustainable manner.

To understand the aspirations of the community regarding assets and service level provided, Council conducted an engagement process in two phases.

The **first phase** was in the form of a community survey, establishing the needs of the communities as a baseline.

**Phase two** of the engagement included information sessions; various asset classes were discussed. These sessions provided an opportunity to provide community perspectives to key challenges facing Council when making decisions that balance asset performance and expenditure choices. The feedback received from the community has been used to develop this plan.

The plan also incorporates a total lifecycle cost approach, that considers the operation, maintenance, renewal, upgrade and new asset activities, to forecast the ten-year financial projects required to deliver Council strategic objectives contained in the Council Plan and Community Vision. These costs are based on sustaining the current level of service compared with the available funding in the **Financial Plan**.

#### 5. What Do We Manage?

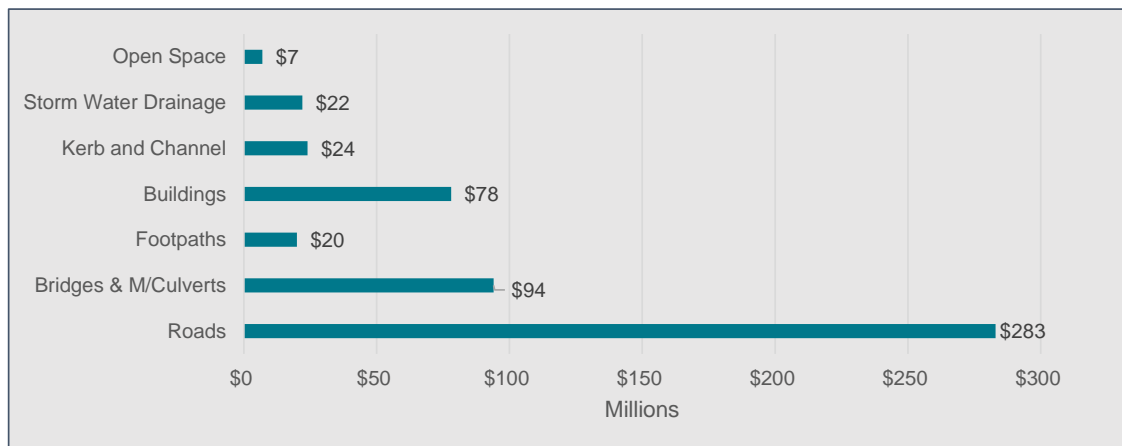
This Asset Plan covers infrastructure assets that are under the authority of Council and are used to provide a wide range of services to the community. These assets include roads, bridges, major culverts, kerb and channel, footpaths and open space, stormwater drainage and public buildings. Each asset class has been valued and details are as per *Table 01* below.

**Table 01:** Summary of Replacement Cost by Asset Class

Asset Class	Network Measure	Replacement Cost (2021/22)
Roads	3371km	\$283M
Bridges & M/Culverts	424	\$94M
Footpaths	115km	\$20M
Buildings	126	\$78M
Kerb and Channel	158km	\$24M
Storm Water Drainage	69km pipe network & 2477 pits	\$22M
Open Space	1,342,450 sqm	\$7M
<b>TOTAL</b>		<b>\$528M</b>

The combined value of assets covered in this plan is estimated at **\$528M** deteriorating at a rate of **2.27%** or **\$12M** per year resulting in a present financial value (or written down value) of **\$410.5M** (based on the predicted lifespan of the assets) as of 30 May 2022.

A breakdown of our asset classes by value is shown in *Figure 03*.



**Figure 03:** Summary of Replacement Value by Asset Class

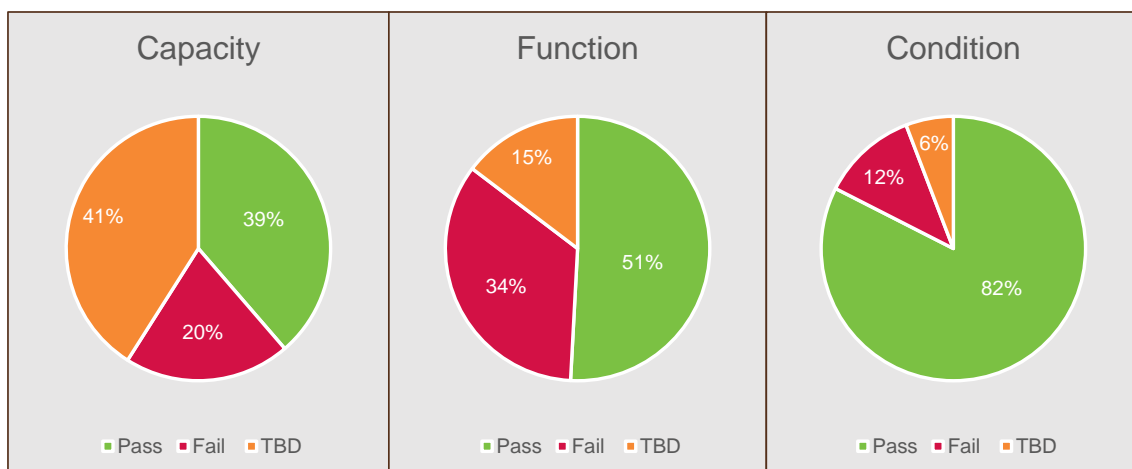
These assets are used to provide a wide range of services to the community. Roads, bridges and major culverts represent **72%** of the total assets value.

## 6. Performance

The performance of the assets and therefore Councils management of them, is the measure of how effective the asset is in providing the service to the community. Council considers 3 grading criteria to determine asset performance, they include the assets:

- Capacity to meet community need/demands
- Functionality to meet the assets intended use
- Condition.

The grading criteria for each asset is drawn from the levels of service or intended asset outcome which has been agreed upon with the community based on the community's ability to pay. By monitoring the asset performance, Council can track the effectiveness of its management of the assets. Each asset is measured against the level of service with a pass or fail, ultimately asking does the asset meet the expected standard? Where information about an asset is unknown and a grading can't be determined, it is deemed "To be determined" (TBD). *Figure 4* displays the current overall asset performance as a proportion of the asset value.



**Figure 04:** Asset Performance as a proportion of Asset Value

As depicted in *Figure 4*, asset capacity is an area in need of further discovery with 41% of assets (mostly Bridges and Roads) with unknown details regarding capacity or utilisation to determine if the asset is fit for purpose.

51% of assets have been determined to meet the functional requirements of the community. Assets that fail this criterion are those that have not undergone upgrades or expansion to meet current day functional requirements, i.e., increased size/weights of trucks and farm machinery, etc.

Condition of assets is largely known and regularly monitored. 82% of assets have been determined to pass these criteria. Overall asset condition is considered here, if assets can be rectified with routine maintenance, it is not considered in poor condition.

## 7. Future Demand

The main demands for new and altered services are created by:

- Changes in the local economic/commercial practises
- Changing customer expectations
- Changing regulations
- More frequent extreme weather events
- Increasing operational costs
- Ageing assets

These will be managed through a combination of applying non-asset solutions, managing existing assets and building fit for purpose assets. Demand management strategies include:

- Monitoring and reporting performance and expectations
- Communicating the risks
- Encourage higher utilisation/multi-use
- Identifying assets that can be consolidated or disposed
- Adjusting service levels in consultation with the community

With a large stock of ageing infrastructure assets which are due for intervention, Council is required to maintain a significant maintenance and renewal program to keep asset up to safe standards. This has significantly affected Council's ability to raise enough revenue to fund upgrades or new infrastructure assets. Despite this revenue pressure faced by Council, State and Federal Governments provide competitive short term grant funding which require a significant ongoing commitment of time and available budget to leverage in the best possible way. For Council to maximise the level of external funding secured for new and upgraded assets, it must maintain a flexible and balanced approach to its budget allocation.

## 8. Financial Plan Integration

The integration between the Asset Plan and Financial Plan is a key principle of Council strategic planning. Asset management requirements identified in the Asset Plan inform the ten-year Financial Plan to ensure appropriate funding is allowed for, for asset management activities.

The current Financial Plan, 2021-2031, allocates expenditure into operating and capital. Under asset management these expenditures can further be broken into five categories as detailed in *Table 02*.

**Table 02:** Asset Management Expenditure activities

Expenditure	Asset Management Activity	Description
<b>Operating</b>	Operation	Day to day running cost associated with the operation of the asset, like mowing the grass, cleaning, inspections cost, etc.
	Maintenance	Cost incurred due to routine servicing works on the asset to keep it in service in order to get maximum life. Works may include repairing some defects like potholes on the road.
<b>Capital</b>	Renewal	Cost incurred in replacing assets at end of life. Replacement is like-for-like.
	Upgrade	Cost associated with building additional capacity on the existing asset, for example widening a road.
	New	Cost associated with creating new asset, for example building new footpaths.

Every year funding is allocated to these expenditures categories through the budget process; a process informed by the AMS and asset planning.

## 9. What Does it Cost?

The estimated total lifecycle cost (that is operation, maintenance, renewal, upgrade and new build costs) required over the next ten years is estimated to be **\$24.37M** on average per year.

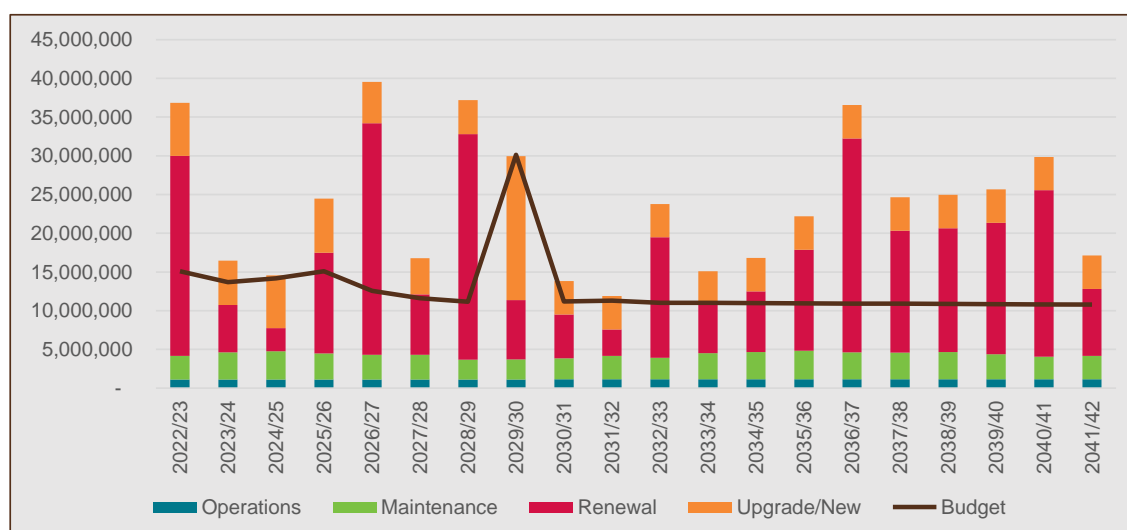
**Figure 05:** Forecast lifecycle cost demands to deliver strategic objectives in the Council Plan

Figure 05 displays the estimated total lifecycle cost demands over the next 10 years for all asset categories compared to the planned annual budgeted spend.

The Long-Term Financial Plan for the ten-year period allows for **\$14.6M** on average per year, which is 60% of the estimated cost to deliver service. Table 03 quantifies the extend of the unfunded works on an average basis, establishing a **\$9.8M** financial shortfall each year for the next 10 years.

**Table 03: Ten-year Financial Planning – All assets**

10-year Financial Planning	
10-year average annual forecast	\$24.37M
10-year average annual planned budget	\$14.60M
10-year average annual funding shortfall	<b>-\$9.8M</b>

As it can be seen in *Table 04*, the budget shortfall is described for each Asset Class. The shortfall is particularly higher for the roads, bridges and major culvert asset, with a combined shortfall of \$8.3M, which is **85%** of the total shortfall.

**Table 04: Ten-year Financial Planning per asset class**

Asset Class	Average Forecast Cost/Year	Average Budget/Year	Average Shortfall/ Year	Funding Ratio
Roads	\$12.66M	\$5.78M	<b>-\$6.88M</b>	46%
Bridges and M/Culverts	\$2.6M	\$1.15M	<b>-\$1.45M</b>	44%
Footpaths	\$1.04M	\$0.38M	<b>-\$0.67M</b>	36%
Buildings	\$4.8M	\$4.23M	<b>-\$0.57M</b>	88%
Kerb and Channel	\$0.43M	\$0.31M	<b>-\$0.12M</b>	72%
Storm Water Drainage	\$0.61M	\$0.54M	<b>-\$0.07M</b>	88%
Open Space Roads	\$2.23	\$2.22M	<b>-\$0.01M</b>	100%
<b>TOTAL</b>	<b>\$24.37M</b>	<b>\$14.6M</b>	<b>-\$9.8M</b>	<b>60%</b>

All asset activity is prioritised to ensure the immediate need is funded and council obtain best value for money now and into the long term. Councils operating expenditure is prioritised over capital, endeavouring to provide serviceable and functional assets to the community. Each financial year, capital expenditure required beyond the capacity of the budget goes unfunded and projected works are deferred to future years creating a backlog of work.

The capital works backlog is expected to increase each year, resulting in assets deteriorating, eventually to the point that they no longer deliver the required service. Backlog of work is already a legacy consideration, largely resultant of unfunded renewal works from previous years, see *Table 05* for a breakdown of projected current and future backlog.

**Table 05: Ten-year Backlog Projection**

Asset Class	Year 1 Estimated Backlog	Year 10 Estimated Backlog	Backlog change over 10 years
Roads	\$3.75M	\$68.81M	\$65.06M
Bridges and M/Culverts	\$10.97M	\$14.52M	\$3.62M
Footpaths	\$0.27M	\$6.68M	\$6.41M
Buildings	\$6.67M	\$5.68M	-\$0.98M
Kerb and Channel	\$0.28M	\$1.22M	\$0.94M
Storm Water Drainage	\$0.71M	\$0.71M	\$0.00M
Open Space Roads	\$0.00M	\$0.08M	\$0.08M
<b>TOTAL</b>	<b>\$22.58M</b>	<b>\$97.71M</b>	<b>\$75.13M</b>

As backlog increases, the risk associated with the use of the assets will increase and may result larger maintenance costs, non-compliance with legislation and regulations or increased risk to life or injury.

## 10. Asset Data Confidence

A key aspect to quality financial planning is the asset data and key assumptions made within the asset lifecycle model. Building confidence in the model requires continual improvement and review, ensuring the model is reflective of the assets required treatments through time.

Asset data is collected at the time the asset is created and continually captured through the life of the asset to calibrate and valid the information within model.

Table 06 summarises Council's confidence in the current data held on infrastructure assets.

**Table 06: Summary of data confidence by asset class**

Asset Class	Condition	Function	Capacity	Treatment Costs	Expected Life
Roads	High	High	Medium	High	High
Bridges and M/Culverts	High	High	Low	High	High
Footpaths	High	High	Low	High	High
Buildings	High	Medium	Medium	Medium	High
Kerb and Channel	High	Low	Low	High	High
Storm Water Drainage	Low	Low	Low	Medium	Medium
Open Space	Low	Low	Low	Medium	Low

Table 07 provides a description of the confidence levels

**Table 07:** Data confidence level descriptions

Confidence Levels	Description
<b>High</b>	Council has supporting data or information to support the assessment.  Data based on sound records, procedures, investigations, and analysis, documented properly but has minor shortcomings, for example some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be accurate $\pm 10\%$
<b>Medium</b>	Council has some supporting data or information, and the assessment is based on professional judgement.  Data based on sound records, procedures, investigations, and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data are available. Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated $\pm 25\%$
<b>Low</b>	Council has little or no supporting data or information and the assessment is based on professional judgement only.  Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. Dataset may not be fully complete, and most data is estimated or extrapolated. Accuracy $\pm 40\%$

## 11. What We Can Do

To combat and reduce the projected financial costs associated with assets, Council aims to:

- Prioritise renewal and fit-for purpose upgrade programs over new
- Increase funding to deliver priority renewal and fit-for purpose upgrades, including advocating to State and Federal Government for further support
- Prolong asset life by optimising maintenance schedules and enhancing practises, including material selection
- Upgrade assets which pose a high operating and maintenance cost
- Investigate alternative procurement strategies and cost-effective treatments
- Promote and encourage high asset utilisation and multi-use, as opposed to providing new

It is important to establish the community essential needs to ensure that assets can attain the best possible outcomes with what the community can afford. Further engagement with the community is required to:

- Balance community expectations with affordable service delivery,
- Negotiate service levels that may need to be reduced on underutilised assets, to fund community priorities, and
- Consider the disposal of assets when the life of the asset has expired, and services provided have disappeared.

## 12. What We Cannot Do

The estimated average cost of priority work and services that cannot be provided over the next ten years of this asset plan is \$9.8M per year. This will result in deferral of approximately:

- \$6.2M worth of renewal projects on average per year, and
- \$3.6M worth of upgrades/new projects per year.

Without a significant ongoing injection of funding, the immediate deferral of works is unavoidable.

## 13. Managing the Risk

Council has identified the following major risks associated with providing services in the next ten years:

- Failure to achieve Council Plan objectives due to the estimated budget shortfall of \$9.8M per year to provide sustainable infrastructure that enables liveability, and prosperity.
- Accelerated deterioration of several ageing assets.
- Failure prepare and manage the impacts associated with climate change (i.e., Increased likelihood and severity of bush fires, droughts, heatwaves and flooding.), impacting on asset lifecycle and serviceability.

Council will endeavour to manage these risks within the available funding by:

- Undertaking sample annual condition, function, and capacity reviews to better understand performance and report status to the community.
- Climate resilience to be built into all new projects to improve adaptability to changing climate condition.
- Looking at enhancing tree canopies to reduce urban heat island effect in urban streets.

Subject to the outcome of the above it may be still necessary to spend more on managing assets to maintain services in the future. This will be closely monitored over time and outcomes will be reported in the future asset plan updates.

## 14. The Next Step

This plan recognises the importance that public assets play in community's day to day function and therefore the importance of this plan to ensure assets are strategically managed to meet current and future needs of our community. The broader challenges in doing so are well recognised here. In the implementation of this plan further refinement and discovery are required to ensure action taken is appropriate, well considered and provides the best value to the community.

The actions resulting from this Asset Plan are detailed in *Table 08*:

**Table 08:** Asset Management Improvement plan.

Improvement Plan Task	Responsibility	Timeframe
1. Periodic monitoring and review of the Asset Management System documents including Long Term Financial Plan to remain current.	Manager Infrastructure Asset Engineer	Ongoing
2. Projects identified in master plans and other strategies must be incorporated into relevant asset management plans before implementation.	Manager Infrastructure Manager Economic Development Asset Engineer	Ongoing
3. Assess remaining life of our assets and align with up-to-date	Asset Engineer	Ongoing

performance data in Assetic Cloud.	Manager Infrastructure	
4. Ensure Levels of Service are key components of the community consultation process. <ul style="list-style-type: none"> <li>Implement periodic local conversations regarding road performance and service levels</li> <li>Engage with Community in review of this plan and other documents within the Asset Management System</li> </ul>	Manager Infrastructure Asset Engineer	Ongoing
5. Ensure that Assetic Cloud is one source of truth for all our assets and data is collected and reviewed regularly.	Manager infrastructure Asset Engineer	Ongoing
6. Financial summaries in Asset Management Plan must inform Long-Term-Financial Plan (LTFP), not the other way round.	Manager infrastructure Manager Finance Asset Engineer	Ongoing
7. To employ a continuous improvement strategy to assess and report on the condition, function, and capacity of all Council assets.	Manager Infrastructure Asset Engineer	June 2022
8. Check the completeness of our asset register and ensure asset lives are conforming to ongoing depreciation.	Asset Engineer Manager Finance	Ongoing
9. Perform Level of Service modelling under different scenarios to inform the annual budget process.	Manager Infrastructure Asset Engineer	Ongoing
10. Develop and implement annual maintenance plans for all asset categories.	Manager Infrastructure Manager Operations Asset Engineer	Ongoing
11. Review and update the ten-year Long Term Financial Plan (every year).	Manager Finance Manager Infrastructure Asset Engineer	Ongoing
12. Align Capital Works Program with asset management plans and Long-Term Financial Plan.	Manager Infrastructure Asset Engineer	Ongoing

To ensure assets continue to enable liveability and prosperity within the community in the medium to long-term outlook, council's focus is on ensuring operations and maintenance of existing assets remain at sustainable levels whilst monitoring and responding to demand and growth challenges as they occur.

Through further engagement with community and stakeholders, council can gain a greater understanding of the on-ground demands and provide assets that are fit for purpose and balance service standards against the community's ability to pay.

## Appendix A, Engagement Results Summary

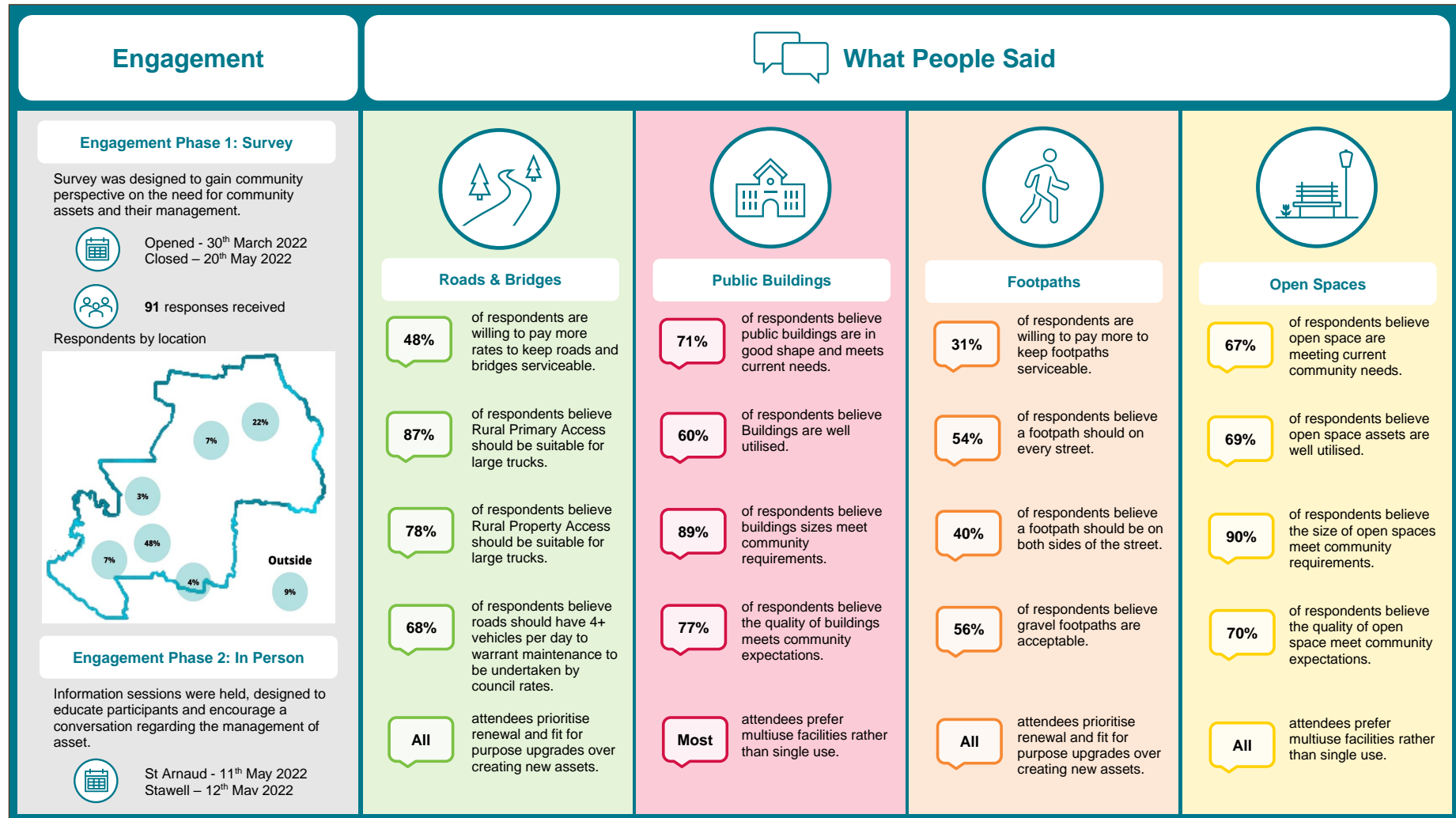


Figure 06: Survey Results snapshot

## Appendix B, Roads Asset Category Information

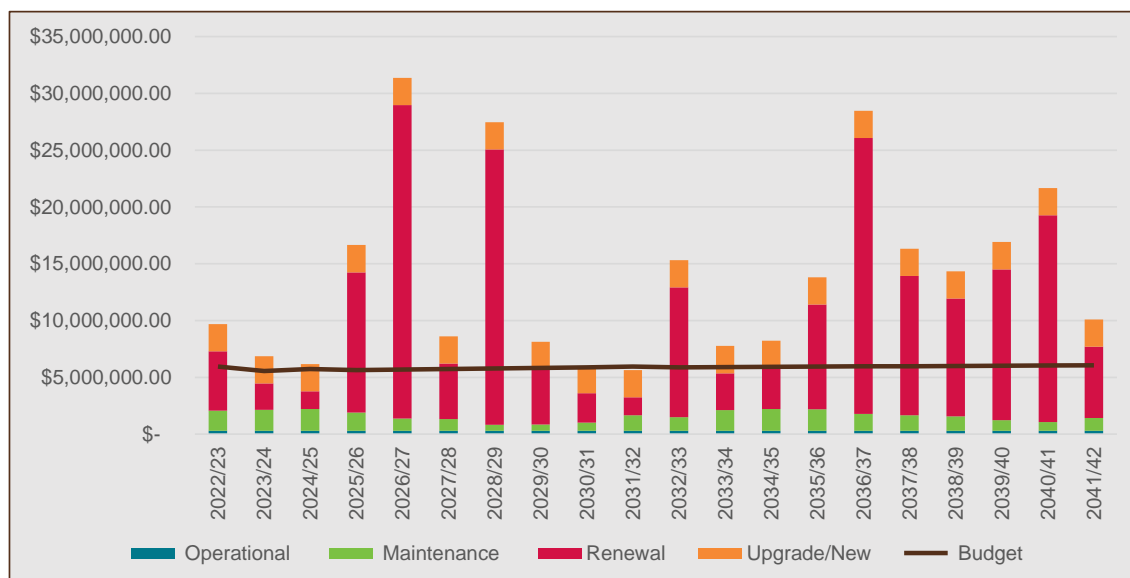


- **820km** Sealed roads
- **2,140km** Unsealed Roads
- **411km** Formation only

Replacement Cost



**\$283M**



**Figure 07:** Roads forecast lifecycle cost

Council roads are the biggest asset group by value, making up almost 54% of the total asset value. As can be seen from the graph, the Long-Term Financial Plan does not allocate enough funding to cater for all priority works required to keep the assets in service for the next ten years. There is an average shortfall of about **\$6.88M** per year. All works above the **budget line** (black line) are unfunded and as such Council will look at alternative funding methods, like grants from State and Federal Government. Over the next ten years, operation and maintenance works will be prioritised, and the remainder of the funds will be balanced between asset renewal and fit-for purpose upgrades based on community priorities and needs. The remaining unfunded works will be rolled over to future years, which will increase the backlog.

In addressing this funding shortfall, Council is looking at optimising the unsealed network which will unlock potential savings each year. For example, by changing our treatment approach for low hierarchy roads (rural property access) from resheeting to grading at appropriate times, this alone will unlock a saving of over **\$2M** per year. Other items under consideration for asset optimisation include, the use of better materials (gravel), useful lives adjustment and level of service adjustment to affordable levels.

**Table 09:** Roads Ten-year Financial Planning

ROADS 10-year Financial Planning	
10-year average annual forecast	<b>\$12.66M</b>
10-year average annual planned budget	<b>\$5.78M</b>
10-year average annual funding shortfall	<b>-\$6.88M</b>

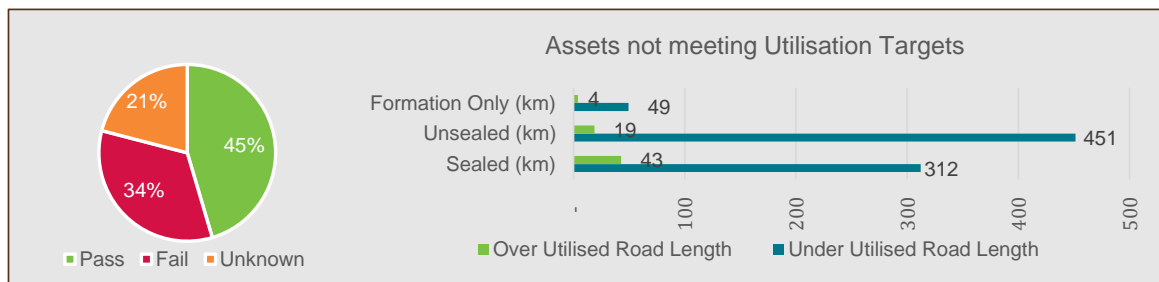
### Current Performance

Council currently uses three grading criteria to establish the level of service, which are:

- ❖ **CAPACITY OR UTILISATION** – Asset's overall ability to meet customers' utilisation requirements. A Pass or Fail indicator system exist as a measure of performance.

Pass - is where Asset usage is within design threshold,

Fail - is where usage is outside design threshold, that is, where usage exceeds or is below design capacity.



**Figure 08:** Roads Capacity/Utilisation grading

#### Performance

- 45% of Road network Pass the Capacity grading criterion.
- 34% of Road network Fail the Capacity grading criterion.
- 21% is Unknown.

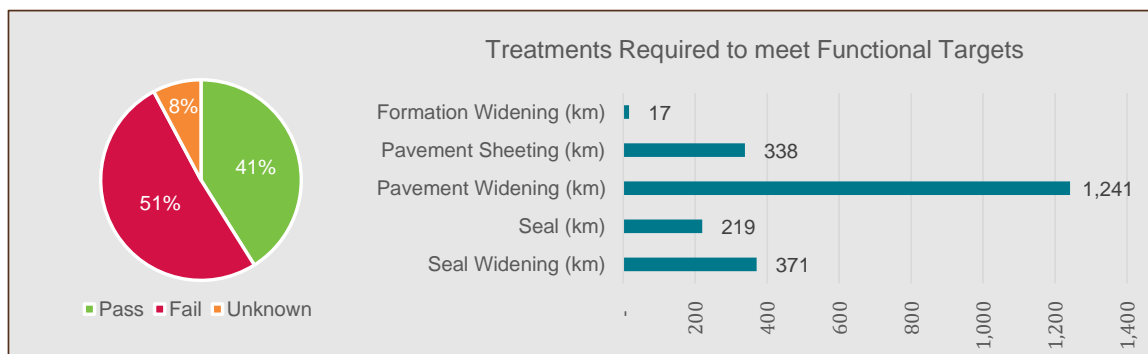
Of the 34% that Fail;

- 312km of our sealed network is under-utilised, and 43 km is over utilized.
- 451km of our unsealed network is under-utilised, and 19km is over utilized.
- 49km of formation only or tracks is under-utilised, and 4km is over utilized.

- ❖ **FUNCTION** - Asset overall ability to meet delivery needs.

Pass - when asset width is within threshold, that is, asset function meets service delivery needs.

Fail - When asset width is outside threshold, that is, function doesn't meet service delivery needs.



**Figure 09:** Roads Condition grading

#### Performance

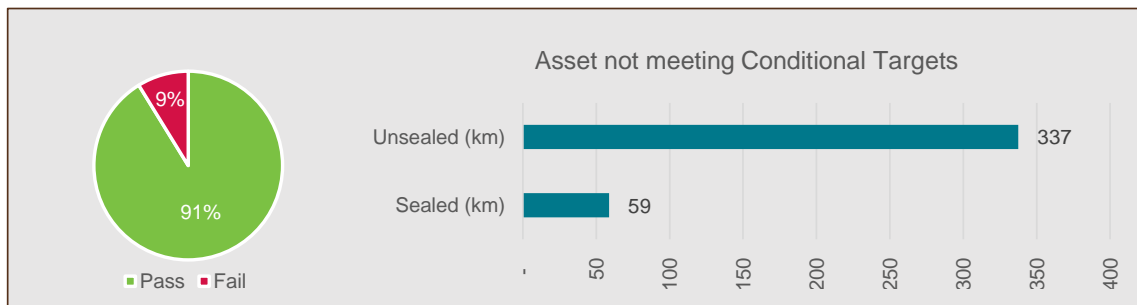
- 41% of Road network Pass meets function service delivery,
- 51% of Road network Fail the function grading criterion
- 8% is Unknown.

Of the 51% that Fail;

- 17km of formation widening required
- 338km of Pavement sheeting required
- 1,241km of Pavement widening required
- 219km Sealing, and
- 371km Seal widening.

❖ **CONDITION** – The overall quality of the asset to be able to meet the intended level of service.

Pass – is when asset condition is fair to very good, only planned or significant maintenance is required,  
Fail - is when asset condition is poor to very poor, significant renewal or the asset is beyond rehabilitation.



**Figure 10: Roads Condition**

#### Performance

- 91% of Road network Pass the condition criteria, meets function service delivery,
- 9% of Road network Fail the condition grading criterion.

Of the 9% Fail.

- 337km of unsealed network is in poor condition,
- 59km of sealed network is in poor condition

## Appendix C, Bridge and Major Culvert Asset Category Information

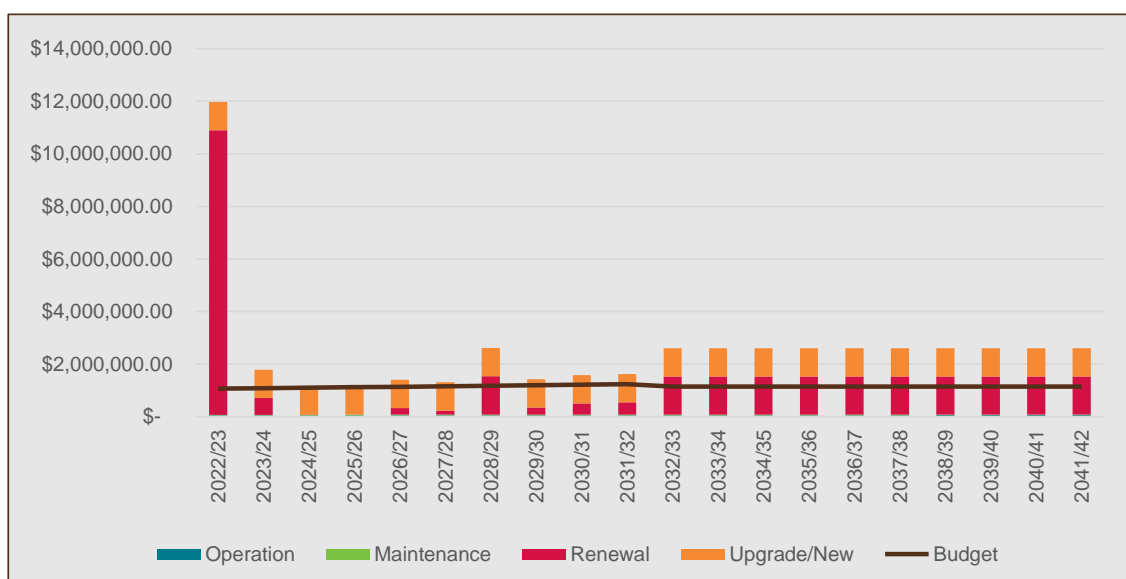


- 145 Road Bridges
- 279 Major Culverts

Replacement Cost



\$94M



**Figure 11:** Bridge & Major Culverts forecast lifecycle cost

Based on our updated data, we have \$10M worth of works which are due for intervention as of FY 2022/23, this is because of continued building up of backlog over the past years. As can be seen from the graph, the budget allocation, the black horizontal line, is not sufficient to cater for all due intervention works. There is an average funding shortfall of \$1.45M per year for the next ten years. Unfunded works will be rolled over to future years. The budgeting process will give priority to asset renewal and fit for purpose upgrades over creation of new assets.

Council will focus on building a rigorous bridge and major culvert testing program to make informed decisions on opening new heavy vehicle routes. This will be followed by a bridge and major culvert strengthening program to meet high demand for these routes. This is a very costly exercise and will depend heavily on successful grant application.

**Table 10:** Bridge & Major Culverts Ten-year Financial Planning

BRIDGE & MAJOR CULVERTS 10-year Financial Planning	
10-year average forecast	\$2.60M
10-year average planned budget	\$1.15M
10-year average Funding Shortfall	-\$1.45M

### Current Performance

Council currently uses three grading criteria to establish the level of service. These are:

- ❖ **CAPACITY OR UTILISATION** – Asset's overall ability to meet customers' utilisation requirements. A Pass or Fail indicator system exist as a measure of performance.

Pass - is where Asset usage is within design threshold,

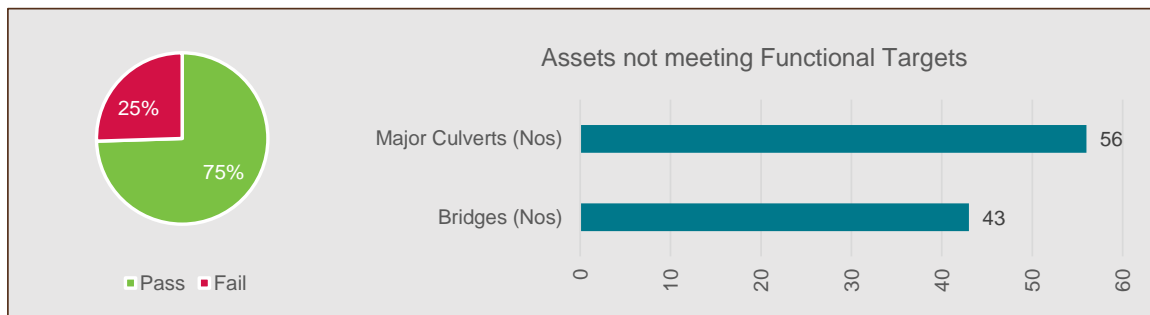
Fail - is where usage is outside design threshold, that is, where usage exceeds or is below design capacity.

Council is still collecting this data to establish current performance.

- ❖ **FUNCTION** - Asset overall ability to meet delivery needs.

Pass - when asset width is within threshold, that is, asset function meets service delivery needs.

Fail - When asset width is outside threshold, that is, function doesn't meet service delivery needs.



**Figure 12:** Bridge and Major Culverts Function grading

#### Performance

- 75% of the network meets the function service delivery needs.
- 25% of the network fails.

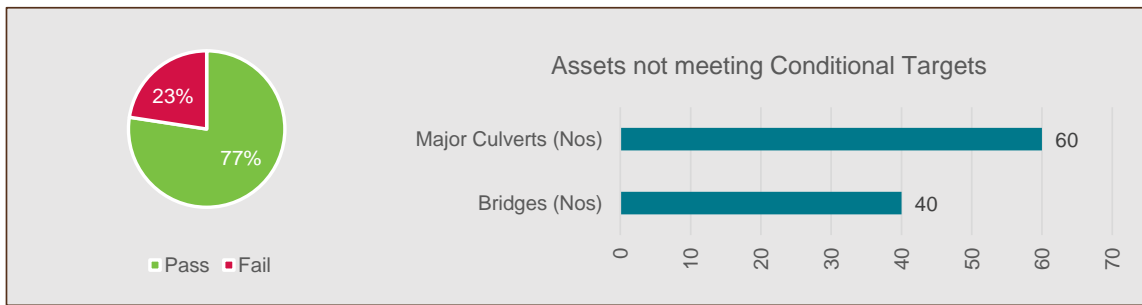
Of the 25% Fail;

- 43 are bridges.
- 56 Major culverts.

- ❖ **CONDITION** – The overall quality of the asset to be able to meet the intended level of service.

Pass – is when asset condition is fair to very good, only planned or significant maintenance is required,

Fail - is when asset condition is poor to very poor, significant renewal or the asset is beyond rehabilitation.



**Figure 13:** Bridge and Major Culverts Condition grading

Performance

- 77% of Road network Pass the condition criteria, meets function service delivery,
- 23% of Road network Fail the condition grading criterion.

Of the 23% Fail.

- 40 bridges.
- 60 Major culverts.

## Appendix D, Footpath Asset Category Information

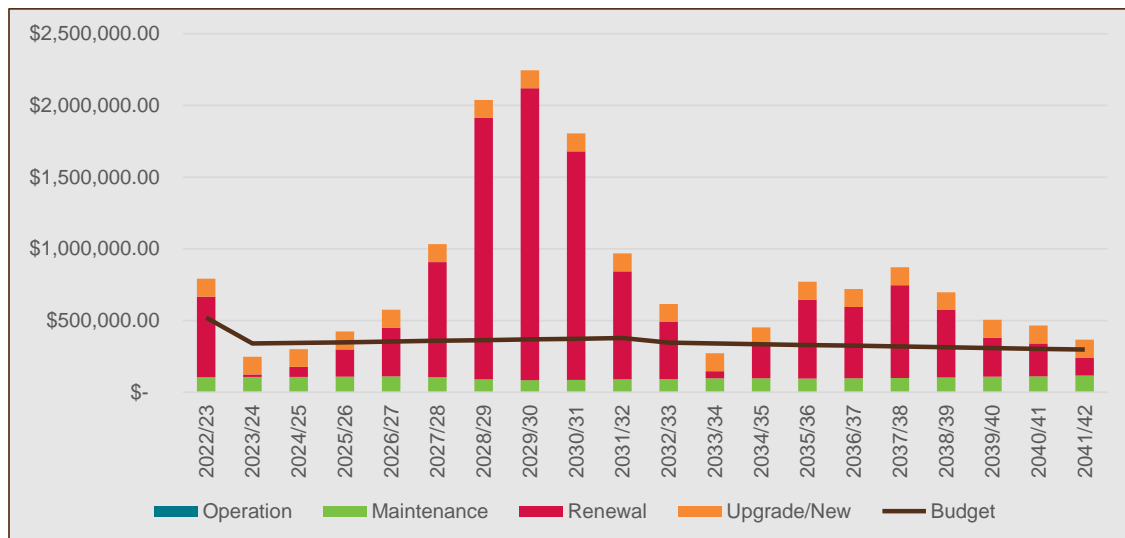


• 115km Footpaths

Replacement Cost



\$20M



**Figure 14:** Footpaths forecast lifecycle cost

Council builds footpaths to provide access for pedestrians, gophers and other mobility assistance vehicles. The recently completed community engagement indicated that there is a high demand for having footpaths on every street. The planned funding level over the next ten years leaves an average funding shortfall of \$668K per year. Works which are above the black line, the budget, are unfunded. The footpath program will prioritise areas with high pedestrian traffic volumes and streets with no footpaths at all.

**Table 11:** Footpaths Ten-year Financial Planning

FOOTPATHS	10-year Financial Planning
10-year average forecast	\$1.04M
10-year average planned budget	\$375K
10-year average Funding Shortfall	-\$668K

### Current Performance

Council currently uses three grading criteria to establish the level of service. These are:

- ❖ **CAPACITY OR UTILISATION** – Asset's overall ability to meet customers' utilisation requirements. A Pass or Fail indicator system exist as a measure of performance.

Pass - is where Asset usage is within design threshold,

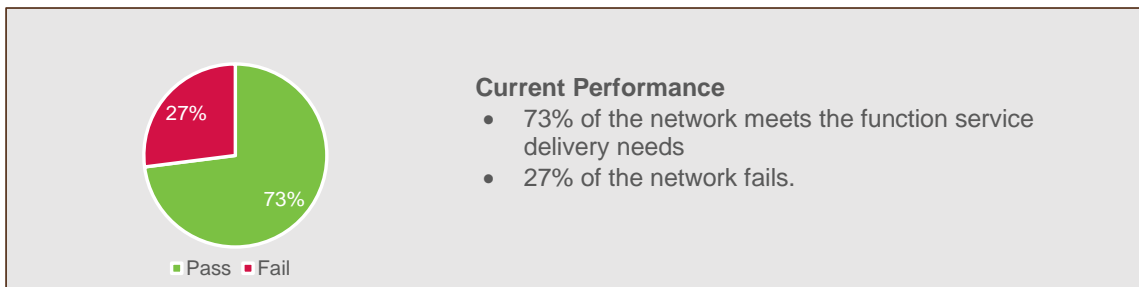
Fail - is where usage is outside design threshold, that is, where usage exceeds or is below design capacity.

Council is still collecting this data to establish current performance.

- ❖ **FUNCTION** - Asset overall ability to meet delivery needs.

Pass - when asset width is within threshold, that is, asset function meets service delivery needs.

Fail - When asset width is outside threshold, that is, function doesn't meet service delivery needs.

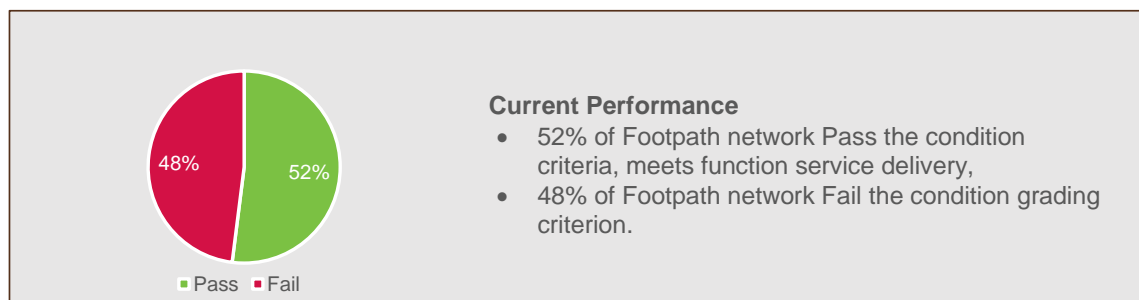


**Figure 15:** Footpaths Function grading

- ❖ **CONDITION** – The overall quality of the asset to be able to meet the intended level of service.

Pass – is when asset condition is fair to very good, only planned or significant maintenance is required,

Fail - is when asset condition is poor to very poor, significant renewal or the asset is beyond rehabilitation.



**Figure 16:** Footpaths Condition grading

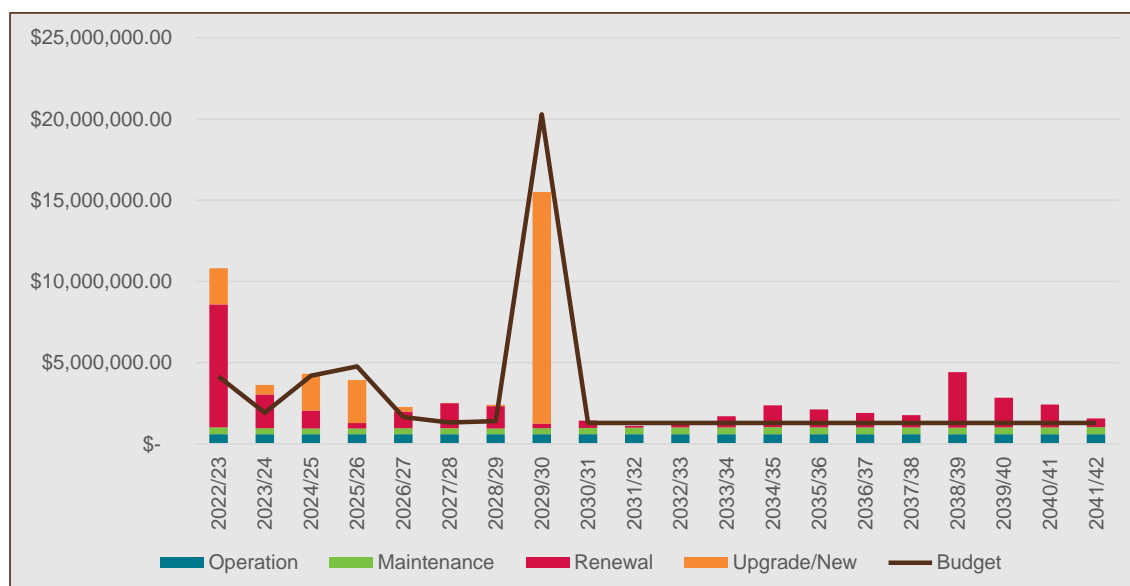
## Appendix E, Buildings Asset Category Information



• **126 Buildings**

Replacement Cost

**\$78M**



**Figure 17:** Building forecast lifecycle cost

Council building stock comprise of sporting facilities (40), Seniors and Aged care (2), Tourist facilities (10), Offices & Libraries (5), Halls for business (6), Halls for admin (2), Depot and animal buildings (33), Public toilets (7), Childcare (6), Caravan parks and camping (13), and others (2). The results of the community survey show that the community is happy with the status of our buildings, with 77% of the responses identifying our buildings as meeting community expectations. Most people prefer multiuse facilities than single use.

For the next ten years Council will continue to move in this direction and also engaging the community in identifying unsafe and non-functional building stocks which can be decommissioned. The current funding level for the next ten years leaves an average shortfall of about \$570K per year, to be able to keep the assets in their current state. Further details are shown in table 12 below.

**Table 12:** Building Ten-year Financial Planning

FOOTPATHS	10-year Financial Planning
10-year average forecast	<b>\$4.80M</b>
10-year average planned budget	<b>\$4.23K</b>
10-year average Funding Shortfall	<b>-\$570K</b>

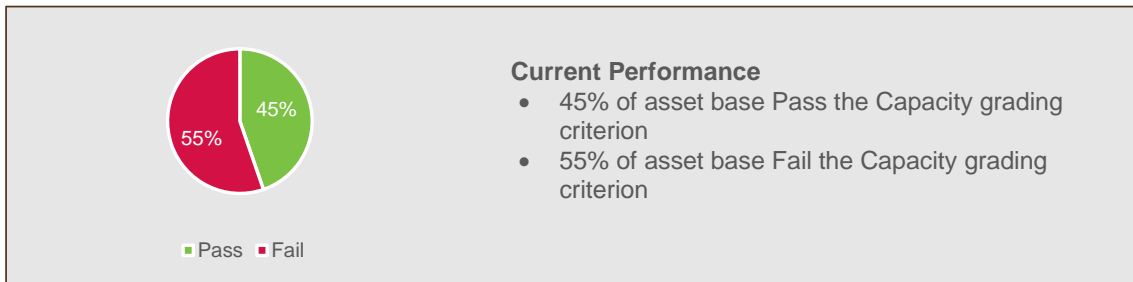
### Current Performance

Council currently uses three grading criteria to establish the level of service. These are:

- ❖ **CAPACITY OR UTILISATION** - Gives information on whether building usage is appropriate to form and size and have a Pass or Fail indicator system.

Pass - Demand and occupancy is within design threshold,

Fail - Demand exceeds capacity or is less than 75% of building capacity.

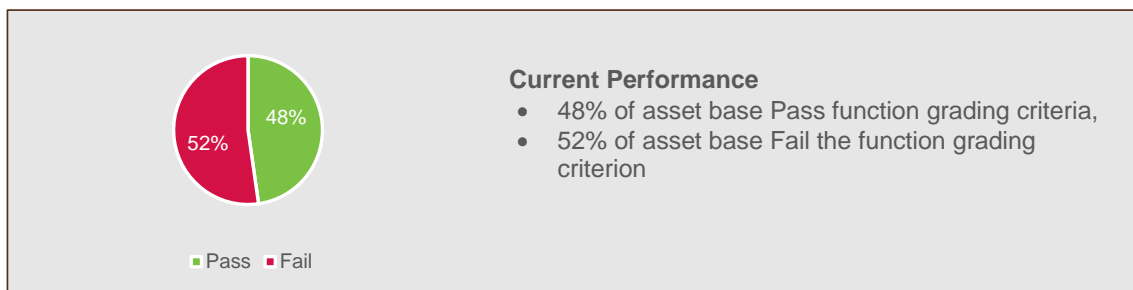


**Figure 18:** Buildings Capacity/Utilisation grading

- ❖ **FUNCTION** – Buildings meets regulatory standards and provide the facilities for their intended use. We have a Pass or Fail indicator system.

Pass - Building has no shortfalls affecting availability and Usage.

Fail - Buildings have design, safety, regulatory compliance, access issues affecting availability & usage.

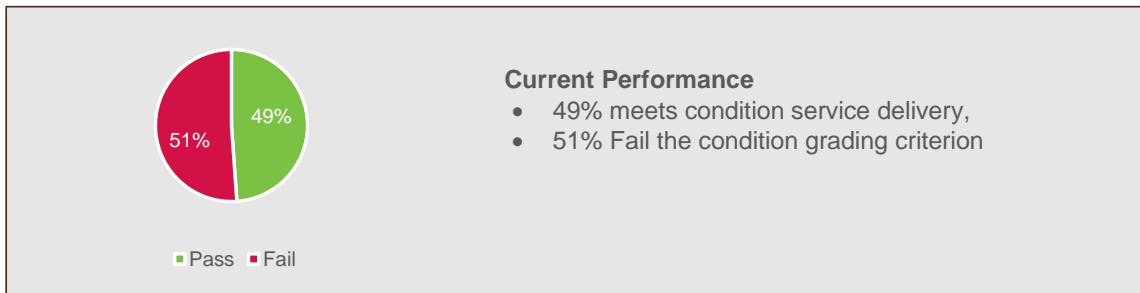


**Figure 19:** Building Function grading

- ❖ **CONDITION** – Buildings are in a suitable condition for their purpose, creating a pleasing environment for users. We have a Pass or Fail indicator system.

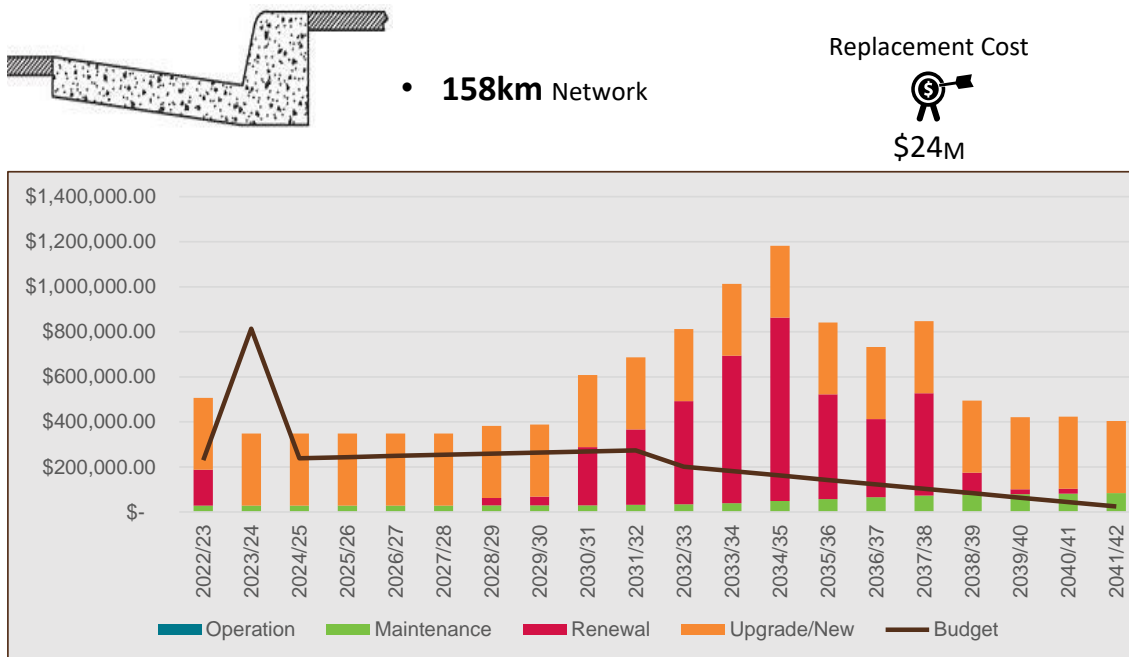
Pass - Building only require planned maintenance or significant maintenance,

Fail - Building requires significant renewal or rehabilitation.



**Figure 20:** Building Condition grading

## Appendix F, Kerb and Channel Asset Category Information



**Figure 21:** Kerb & Channel forecast lifecycle cost

Council Kerb and Channel assets provide road drainage which is critical for preventing water from entering under the road surface, thereby minimising potholes and other road defects. Kerb and channel also help with road safety, delineating the road edge and providing a visible barrier preventing vehicles from straying into surrounding area.

For the next ten years Council will undertake a combination of new and rehabilitation kerb and channel works within the limitation of the available funding in the LTFP. There is an average funding shortfall of about \$122k per year for the next ten years. Further details are shown in table 13 below.

Council will prioritise kerb and channel projects based on:

- Stormwater discharge alleviation through private properties.
- Resolving road drainage issues.
- Customer requests and, traffic volumes.

Once a kerb and channel project has been identified, a consultation process will be undertaken with the affected property owners to ensure the design meets their expectations.

**Table 13:** Kerb & Channel Ten-year Financial Planning

Kerb & channel	10-year Financial Planning
10-year average forecast	\$431k
10-year average planned budget	\$309k
10-year average Funding Shortfall	-\$122K

### Current Performance

Council currently uses three grading criteria to establish the level of service. These are:

- ❖ **CAPACITY OR UTILISATION** – Asset's overall ability to meet customers' utilisation requirements. A Pass or Fail indicator system exist as a measure of performance.

Pass - is where Asset usage is within design threshold,

Fail - is where usage is outside design threshold, that is, where usage exceeds or is below design capacity.

Council is still collecting this data to establish current performance.

- ❖ **FUNCTION** - Asset overall ability to meet delivery needs.

Pass - when asset width is within threshold, that is, asset function meets service delivery needs.

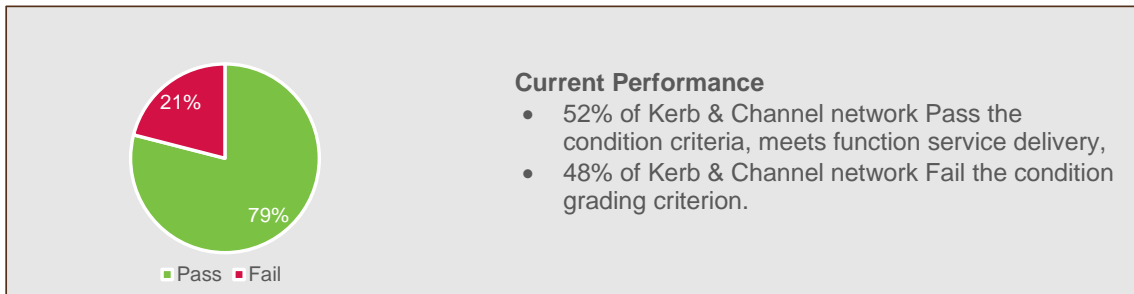
Fail - When asset width is outside threshold, that is, function doesn't meet service delivery needs.

Council is still collecting this data to establish current performance.

- ❖ **CONDITION** – The overall quality of the asset to be able to meet the intended level of service.

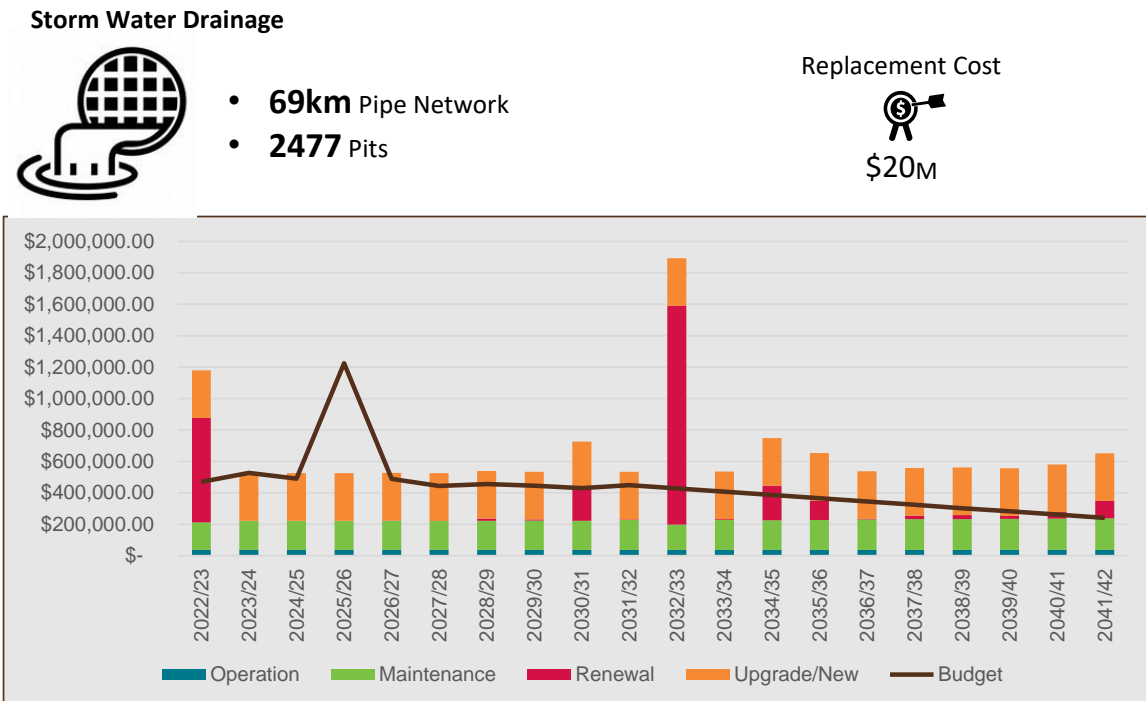
Pass – is when asset condition is fair to very good, only planned or significant maintenance is required,

Fail - is when asset condition is poor to very poor, significant renewal or the asset is beyond rehabilitation.



**Figure 22:** Kerb and Channel Condition grading

## Appendix G, Storm Water Drainage Asset Category Information



**Figure 23:** Kerb & Channel forecast lifecycle cost

Council stormwater drainage assets are used to remove stormwater from residential areas and roads as quickly as possible, to reduce the risk of flooding and preventing water from stagnating. For the next ten years Council will maintain, renew, operate, and build new stormwater drainage assets in a financially sustainable manner, and this is tied to the annual capital budget. The current funding for the next ten years has an average shortfall of about \$71K per year, and as such works will be implemented on a priority basis subject to cost and level of risk. Table 14 below shows more details on the ten-year financial planning.

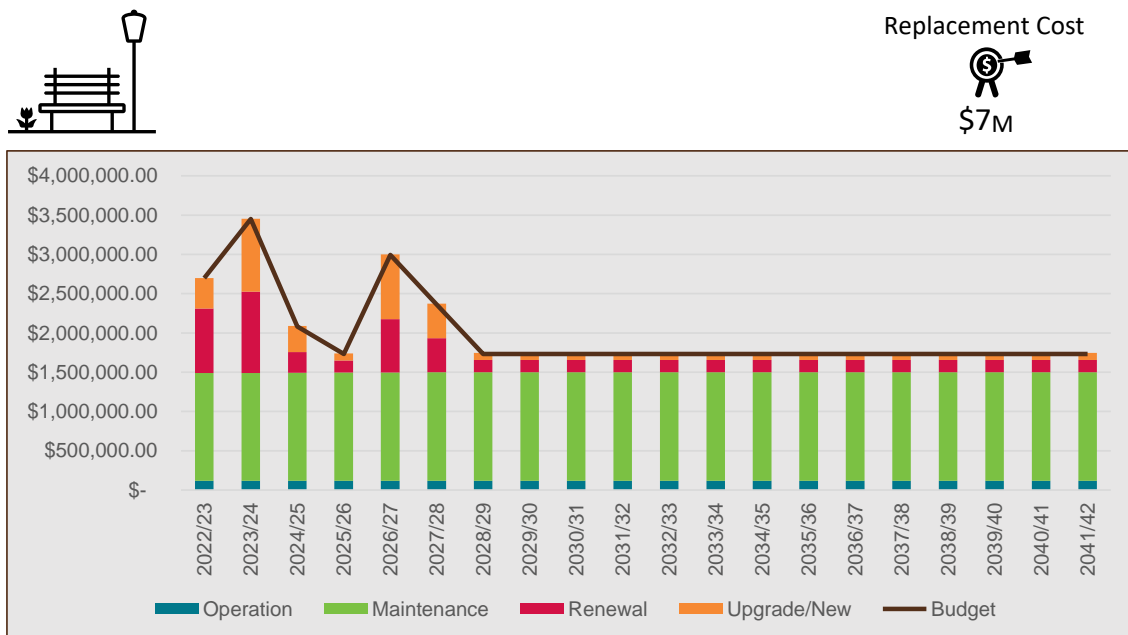
**Table 14:** Kerb & Channel Ten-year Financial Planning

Stormwater Drainage 10-year Financial Planning	
10-year average forecast	\$614k
10-year average planned budget	\$542k
10-year average Funding Shortfall	-\$71K

### Current Performance

Council is still collecting capacity/utilisation, function and condition data to establish current performance.

## Appendix H, Open Space Asset Category Information



**Figure 24:** Open Space forecast lifecycle cost

Council Open Space assets which include parks, gardens, playgrounds, sporting fields, etc. provide recreational spaces for the community and help to enhance the beauty of our neighbourhood. The recent asset plan survey feedback shows that 90% of the respondents believe our open space assets meet community expectations. The proposed funding level for the next ten years allocates sufficient funding to be able to continue providing services at the current level. Council is currently developing the Open Space Strategy which is expected to drive projects in this asset category. The strategy will identify priority projects, which will be rolled out within the limitations of the available funding in the LTFP. Further details of the ten-year financial planning are shown below in table 15.

**Table 15:** Open Space Ten-year Financial Planning

Open Space 10-year Financial Planning	
10-year average forecast	\$2.23M
10-year average planned budget	\$2.22M
10-year average Funding Shortfall	-\$10K

### Current Performance

Council is still collecting capacity/utilisation, function and condition data to establish current performance.

## **9.4. Improve Organisational Effectiveness**

### **9.4.1. Quarterly Finance Report**

**Author/Position:** **Graham Haylock, Manager Financial Services**

#### **Purpose**

To advise Council of the Financial Report for the fourth quarter ended 30 June 2022.

#### **Summary**

The Financial Report for the period ending 30 June 2022 shows the interim, pre-audited end of year results for the current financial year, and as such it should be noted they may differ from the final annual financial results included in the 2021-22 Annual Report.

Council ended the year with \$25.3 million in cash.

#### **Recommendation**

**That Council notes the Financial Report for the fourth quarter ended 30 June 2022.**

### **RESOLUTION**

**That Council notes the Financial Report for the fourth quarter ended 30 June 2022.**

**Moved:** **Cr Kevin Erwin**

**Seconded:** **Cr Lauren Dempsey**

**Carried**

## **Background/Rationale**

As soon as practicable after the end of each quarter of the financial year, the Chief Executive Officer is required to provide Council with a financial report, comparing the actual and budgeted results to date and an explanation of any material variations.

This report is the fourth financial report for the 2021-22 financial year that will assess Council's performance against the adopted budget.

The report shows the interim end of year result for the current financial year, together with percentage variations to the adopted budget.

## **Legislation, Council Plan, Strategy and Policy Implications**

*Local Government Act 2020*

Council Plan 2021-25 – Improve Organisational Effectiveness

## **Options**

### **Option 1**

That Council notes the Financial Report for the fourth quarter ended 30 June 2022 without amendments. **[recommended]**

### **Option 2**

That Council notes the Financial Report for the fourth quarter ended 30 June 2022 with amendments. **[not recommended]**

## **Implications**

The subject matter has not raised any sustainability issues (economic, social, environmental or climate change) or heritage/cultural, amenity, human rights/gender equality, privacy, risk management, budgetary and asset management implications.

## **Procurement**

The report does not raise any procurement agreement matters.

## **Community Engagement**

No community engagement was required.

## **Innovation and Continuous Improvement**

This report incorporates the impact of new accounting standards and better practice reporting.

## **Collaboration**

No collaboration was required in completing this report.

## **Officer's Declaration of Interest**

All officers providing advice to Council must disclose any interests, including the type of interest.

Graham Haylock, Manager Financial Services

In providing this advice as the author, I have no disclosable interests in this report.

## **Attachments**

1. Quarterly Finance Report - June 2022 **[9.4.1.1 - 12 pages]**

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# Financial Report

30 JUNE, 2022



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**Cash and Investments..... 10**

**Debtors Report..... 11**

**Loan Report..... 12**

## Executive Summary as at 30 June, 2022

It should be noted that this report only reflects spending to 30 June, 2022.

The actual variation shows a favourable movement of \$11.4M in expected closing cash held at the end of the financial year compared to budget.

Council ended the year with \$25.3M cash.

## Cash Flow Statement as at 30 June, 2022

	Actuals to June, 2022 \$'000	Budget 2021-22 \$'000	Variations to Budget Fav (Unfav) \$'000
<b>Operating Activities</b>			
<b>Revenue</b>			
Rates & Charges	(19,250)	(18,756)	494
Operating Grants	(13,425)	(10,493)	2,932
Statutory Fees & Fines	(377)	(455)	(78)
User Fees	(1,677)	(1,813)	(136)
Contributions	(107)	(50)	57
Other Revenue	(865)	(883)	(18)
<b>Total Revenue</b>	<b>(35,701)</b>	<b>(32,450)</b>	<b>3,251</b>
<b>Expenses</b>			
Employee Costs	17,021	17,166	145
Materials & Services	9,160	9,388	228
Borrowing Costs	72	75	3
Other Expenses	1,412	1,608	196
<b>Total Expenses</b>	<b>27,665</b>	<b>28,237</b>	<b>572</b>
<b>Net Operating</b>	<b>(8,035)</b>	<b>(4,213)</b>	<b>3,822</b>
<b>Investing Activities</b>			
Capital Expenditure	18,403	15,649	(2,754)
Capital Grants	(6,073)	(8,081)	(2,008)
Capital Income	(17)	(155)	(138)
Capital Contributions	(484)	(510)	(26)
Proceeds from investment in associates	-	-	-
Repayment of Loans & Advances	-	(63)	(63)
<b>Net Investing Activities</b>	<b>11,829</b>	<b>6,840</b>	<b>(4,989)</b>
<b>Financing Activities</b>			
New Loans	-	-	-
Principal Repayments	1,092	1,092	(0)
Interest Paid - Lease Liability	-	3	3
Repayment of Lease Liability	-	87	87
Net Trust Movement	-	-	-
<b>Net Financing Activities</b>	<b>1,092</b>	<b>1,182</b>	<b>90</b>
<b>Net Movements for Year</b>	<b>4,885</b>	<b>3,809</b>	<b>(1,076)</b>
Opening Cash	30,232	15,450	14,782
<b>Closing Cash</b>	<b>25,347</b>	<b>11,641</b>	<b>11,394</b>

# Operating Statement as at 30 June, 2022

100% through the year

	YTD Committed Actuals \$000's	Adopted Budget \$000's	% Actuals to Budget %
<b>Revenue</b>			
<b>Rates &amp; Charges</b>			
Residential	(8,007)	(7,738)	103%
Farm/Rural	(5,359)	(5,562)	96%
Commercial	(754)	(725)	104%
Industrial	(494)	(291)	170%
Cultural & Recreational	(11)	(11)	102%
Municipal Charge	(1,337)	(1,330)	101%
Garbage Charge	(2,849)	(2,830)	101%
Rates in Lieu	(525)	(326)	161%
<b>Rates &amp; Charges</b>	<b>(19,337)</b>	<b>(18,811)</b>	<b>103%</b>
<b>Grants Capital</b>			
Capital Grants	(6,073)	(8,081)	75%
<b>Grants Capital</b>	<b>(6,073)</b>	<b>(8,081)</b>	<b>75%</b>
<b>Grants Operating</b>			
Aged & Disability Services Grants	(791)	(868)	91%
Child Care Grants	(815)	(853)	96%
Environmental Grants	(75)	(75)	100%
Untied Grants	(10,799)	(8,205)	132%
Operating Grants	(818)	(368)	222%
Public Safety Grants	(126)	(123)	102%
<b>Grants Operating</b>	<b>(13,425)</b>	<b>(10,493)</b>	<b>128%</b>
<b>User Fees</b>			
Aged and Disability Service Fees	(514)	(382)	135%
Building Fees	(1)	0	100%
Child Care Fees	(263)	(276)	95%
Leisure Fees	(438)	(698)	63%
Local Law Fees	(105)	(115)	91%
Other Fees	(98)	(142)	69%
Public Health Fees	(52)	(46)	113%
Rental Income	(114)	(116)	98%
Private Works Infrastructure	(27)	(17)	159%
Waste Management Fees	(66)	(22)	306%
<b>User Fees</b>	<b>(1,677)</b>	<b>(1,813)</b>	<b>93%</b>
<b>Statutory Fees and Fines</b>			
Building Fees	(185)	(285)	65%
Local Law Fees	(3)	(4)	82%
Other Fees	(36)	(29)	124%
Planning Fees	(197)	(137)	144%
<b>Statutory Fees and Fines</b>	<b>(422)</b>	<b>(455)</b>	<b>93%</b>
<b>Contributions</b>			
Contributions to Capital	(484)	(510)	95%
Contributions Other	(107)	(49)	218%
<b>Contributions</b>	<b>(591)</b>	<b>(559)</b>	<b>106%</b>
<b>Other Revenue</b>			
Interest Income	(2)	(175)	1%
Other Revenue	(610)	(652)	94%
<b>Other Revenue</b>	<b>(612)</b>	<b>(827)</b>	<b>74%</b>
<b>Revenue</b>	<b>(42,137)</b>	<b>(41,039)</b>	<b>103%</b>
<b>Revenue (excl Rates &amp; Charges)</b>	<b>(22,800)</b>	<b>(22,228)</b>	<b>103%</b>

# Operating Statement as at 30 June, 2022

100% through the year

	YTD Committed Actuals \$000's	Adopted Budget \$000's	% Actuals to Budget %
<b>Expenses</b>			
<b>Employee Benefits</b>			
Salary & Wages	14,875	14,910	100%
Superannuation	1,520	1,463	104%
LSL Provision Movement	816	429	190%
Fringe Benefit Tax	(16)	33	-50%
Workcover	469	331	142%
<b>Employee Benefits</b>	<b>17,663</b>	<b>17,166</b>	<b>103%</b>
<b>Materials &amp; Services</b>			
Advertising	104	122	86%
Audit Fees	187	86	218%
Bank Fees	52	66	79%
Catering	19	45	41%
Communications	126	162	78%
Professional Advice	450	554	81%
Contractors	3,290	2,721	121%
Contributions - Reciprocal	282	116	242%
Cost of Goods Sold	182	175	104%
Equipment Mtc & Repair	594	680	87%
Fuel	358	556	64%
Insurance	562	586	96%
Leases	320	368	87%
Legal Expenses	42	117	36%
Memberships & Subscriptions	182	144	127%
Minor Equipment	117	73	161%
Office Supplies	12	10	121%
Other Materials and Services	1,317	800	165%
Postage & Freight	27	37	74%
Printing	29	81	36%
Recruitment & Retention Expenses	39	21	184%
Security Expenses	47	58	80%
Software Costs	800	1,000	80%
Uniforms & Protective Clothing	131	96	136%
Utilities	413	427	97%
Contract Employees	544	337	161%
<b>Materials &amp; Services</b>	<b>10,224</b>	<b>9,435</b>	<b>108%</b>
<b>Depreciation</b>			
Depreciation	13,884	13,818	100%
<b>Depreciation</b>	<b>13,884</b>	<b>13,818</b>	<b>100%</b>
<b>Amortisation</b>			
Amortisation	0	86	0%
<b>Amortisation</b>	<b>-</b>	<b>86</b>	<b>0%</b>
<b>Finance Costs</b>			
Borrowing Costs	72	75	96%
Lease Costs	0	3	0%
<b>Finance Costs</b>	<b>72</b>	<b>78</b>	<b>92%</b>
<b>Other Expenses</b>			
Contributions - Non Reciprocal	997	1,001	100%
Councillor Allowances	215	214	101%
Other Expenses	200	391	51%
<b>Other Expenses</b>	<b>1,412</b>	<b>1,606</b>	<b>88%</b>
<b>Bad &amp; Doubtful Debts</b>			
Other Debtors	2	0	100%
<b>Bad &amp; Doubtful Debts</b>	<b>2</b>	<b>0</b>	<b>100%</b>
<b>Expenses</b>	<b>5 43,257</b>	<b>42,189</b>	<b>103%</b>

## Operating Statement as at 30 June, 2022

100% through the year

	YTD Committed Actuals \$000's	Adopted Budget \$000's	% Actuals to Budget %
<b>Expenses (excl Depreciation)</b>	<b>29,374</b>	<b>28,285</b>	<b>104%</b>
<b>Other Income Statement Items</b>			
Proceeds of Asset Sales	(17)	-	100%
Written Down Value of Assets Sold	1,984	-	100%
Net (Increment) Revalued Assets	-	-	0%
<b>Other Income Statement Items</b>	<b>1,967</b>	<b>0</b>	<b>100%</b>
<b>Operating Statement</b>	<b>3,087</b>	<b>1,150</b>	<b>269%</b>

## Capital & Project Expenditure Summary

Programs	Actuals \$000's	Forecast \$000's	% Complete	Remaning
Major Emergency Restoration	262	-	100%	0%
Roads	5,970	7,616	78%	22%
Bridges	1,028	2,190	47%	53%
Building	4,407	5,986	74%	26%
Drainage	377	352	107%	-7%
Open Spaces	2,780	5,235	53%	47%
Land & Land Improvements	383	1,260	30%	70%
IT	38	37	102%	-2%
Plant, Vehicles & Equipment	665	938	71%	29%
Projects	860	933	92%	8%
<b>Total Capital &amp; Projects</b>	<b>16,770</b>	<b>24,546</b>	<b>68%</b>	<b>32%</b>

### 2021/22 Capital Program

Capital Projects	15,223	23,161
Expensed Projects	1,285	1,386

### 2021/22 Major Emergency Restoration

Capital Projects	153	-
Expensed Projects	109	-
<b>Total Capital &amp; Projects</b>	<b>16,770</b>	<b>24,546</b>

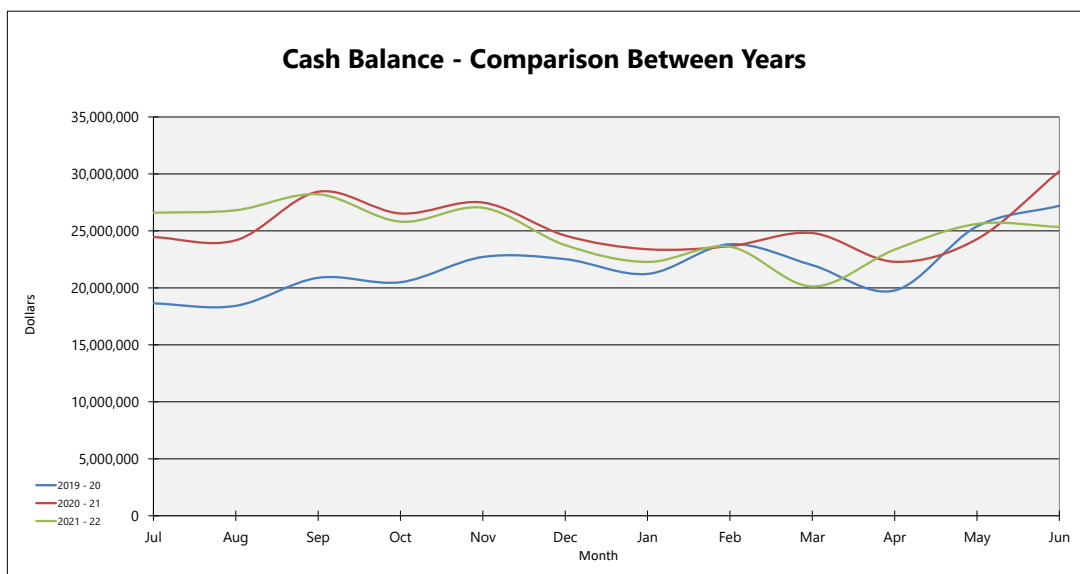
## Capital & Project Expenditure Summary as at 30 June, 2022

Capital and Projects	Forecast	Adopted Budget	Variation
<b>02 - Capital</b>			
1112 - B - Roads - Aerodrome Program	656,530	300,000	356,530
1101 - B - Roads - Final Seal Program	403,607	323,607	80,000
1110 - B - Roads - Footpaths Program	629,599	408,100	221,499
1100 - B - Roads - Kerb & Channel Program	563,017	228,750	334,267
1102 - B - Roads - Major Rural Roads Program	398,000	398,000	0
1104 - B - Roads - Resealing Program	1,269,238	1,198,400	70,838
1105 - B - Roads - Resheeting Program	939,464	939,464	0
1106 - B - Roads - Rural & Residential Program	320,544	240,000	80,544
1111 - B - Roads - Streetscapes	976,568	540,387	436,181
1107 - B - Roads - Town Street Sealing Program	82,000	82,000	0
1108 - B - Roads - Transport Dev Program	797,337	408,000	389,337
1109 - B - Roads - Urban Rd Improvement Program	175,000	82,000	93,000
1103 - B - Roads - Rehabilitation Program	373,619	252,000	121,619
1113 - C - Bridge & Major Culverts Program	2,190,166	1,028,120	1,162,046
1114 - C - Floodway Program	31,000	21,000	10,000
1115 - D - Building Program	5,985,623	3,496,000	2,489,623
1116 - E - Drainage Program	352,283	164,250	188,033
1122 - F - Open Spaces Program	5,234,842	4,087,500	1,147,342
1120 - G - Land & Land Improvement Program	1,260,000	600,000	660,000
1118 - H - Plant, Vehicles & Equipment Program	974,885	810,000	164,885
1121 - J - Projects	933,041	40,000	893,041
<b>Grand Total</b>	<b>24,546,363</b>	<b>15,647,578</b>	<b>8,898,785</b>

## Capital & Project Revenue Summary as at 30 June, 2022

Capital and Projects	Forecast	Adopted Budget	Variation
<b>02 - Capital</b>			
1112 - B - Roads - Aerodrome Program	(360,000)	(300,000)	60,000
1101 - B - Roads - Final Seal Program	(157,000)	(157,000)	0
1110 - B - Roads - Footpaths Program	(371,200)	(194,100)	177,100
1104 - B - Roads - Resealing Program	(880,000)	(880,000)	0
1105 - B - Roads - Resheeting Program	(520,984)	(520,984)	0
1111 - B - Roads - Streetscapes	(425,387)	(425,387)	0
1108 - B - Roads - Transport Dev Program	(204,000)	(204,000)	0
1103 - B - Roads - Rehabilitation Program	(140,000)	(140,000)	0
1113 - C - Bridge & Major Culverts Program	(377,500)	(150,000)	227,500
1114 - C - Floodway Program	(10,000)	(10,000)	0
1115 - D - Building Program	(3,231,000)	(1,571,000)	1,660,000
1116 - E - Drainage Program	(88,000)	(88,000)	0
1122 - F - Open Spaces Program	(5,876,719)	(3,550,500)	2,326,219
1120 - G - Land & Land Improvement Program	(600,000)	(400,000)	200,000
1121 - J - Projects	(98,000)	0	98,000
<b>Grand Total</b>	<b>(13,339,790)</b>	<b>(8,590,971)</b>	<b>4,748,819</b>

## Cash and Investments as at 30 June, 2022



Total Cash Balance at Month End												
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
2019 - 20	18,642,143	18,424,373	20,885,437	20,496,673	22,711,437	22,520,759	21,226,659	23,831,676	21,993,073	19,771,946	25,394,596	27,206,212
2020 - 21	24,458,405	24,173,971	28,436,358	26,525,969	27,490,366	24,592,324	23,388,847	23,663,702	24,811,535	22,290,630	24,280,838	30,230,677
2021 - 22	26,594,594	26,813,020	28,211,375	25,807,441	27,033,930	23,750,045	22,274,406	23,607,188	20,121,050	23,354,913	25,609,380	25,346,744

Restricted Cash required as at 30 June, 2022

\$ 5,681,000

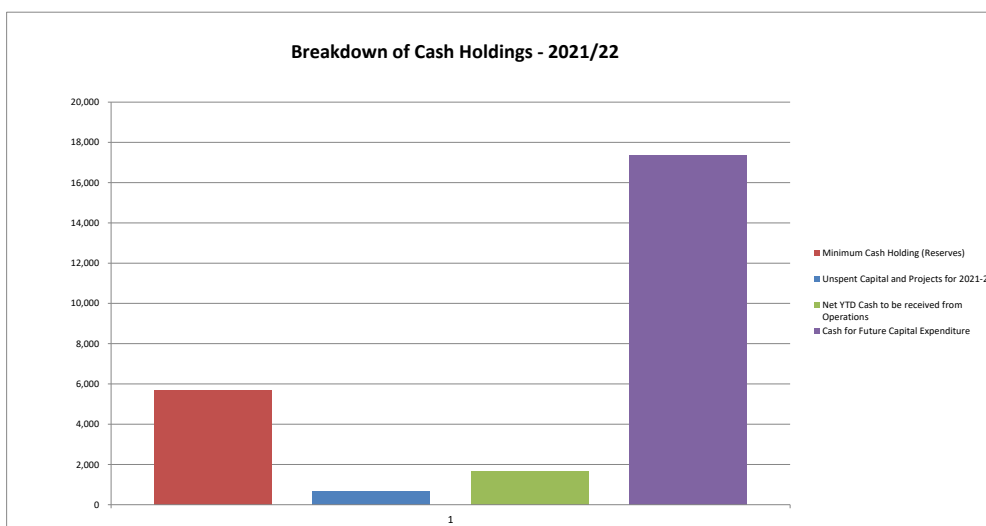
Available Cash as at 30 June, 2022

\$ 19,665,744

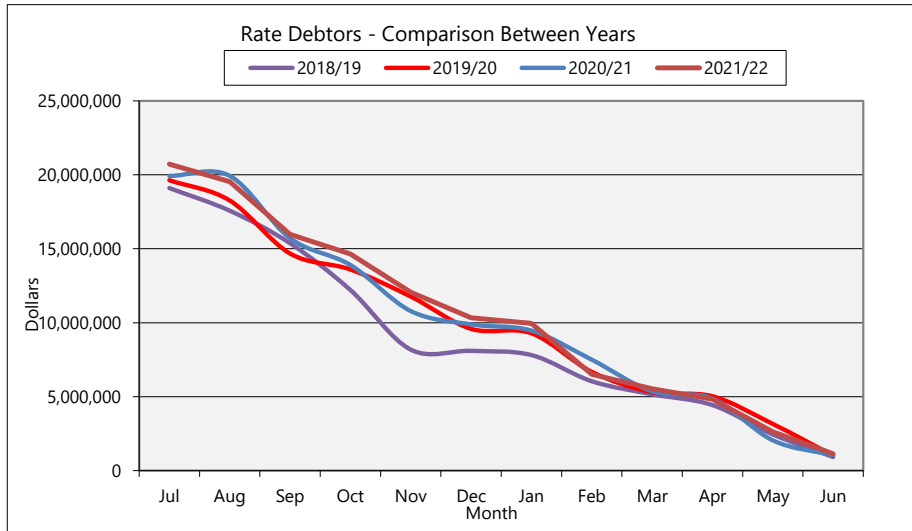
\$ 25,346,744

### Breakdown of Cash Holdings

	\$'000's
Minimum Cash Holding (Reserves)	5,681
Cash for Future Capital Expenditure	17,354
Unspent Capital and Projects for 2021-22	663
Net YTD Cash to be received from Operations	1,649
<b>Total Cash held as at 30 June, 2022</b>	<b>25,347</b>



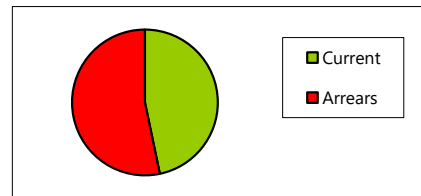
## Debtors Reports as at 30 June, 2022



### Rates Debtors YTD

Current  
Arrears  
Total

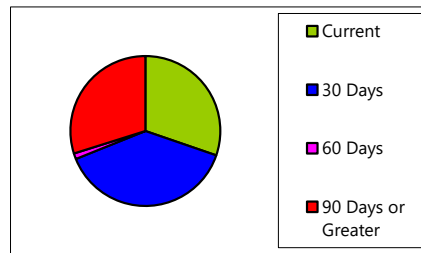
\$	%
532,022	47%
606,784	53%
1,138,806	100%



### Sundry Debtors YTD

Current  
30 Days  
60 Days  
90 Days or Greater  
Total

\$	%
254,509	30.3%
324,927	38.6%
10,436	1.2%
251,010	29.9%
840,882	100%



Details:

Current	GST refund from ATO (\$254K)
30 days	Department of Families, Farness & Housing for pension concession reimbursements (\$97.6K), Department of Jobs, Precincts and Regions for Moyston-Great Western Bridge Replacement Project (\$142K - paid in July), Department of Transport - Sloane St Pedestrian Crossings (\$27.5K)
60 days	Majority of the outstanding balance has been paid since month end.
90 Days or Greater	Balances outstanding on several sundry debtors including \$61k due from Stawell Cemeteries and \$180k for road upgrade funding from the Department of Transport which has subsequently been paid in August 22.

## Loan Report - Budget 2021/22

### Borrowing Principles:

#### Indebtedness

Our level of debt will not exceed 60% or \$11.3 million of rates and charges revenue.

Indebtness Calculation Check 6% ✓

#### Debt Servicing Costs

Our level of annual debt servicing costs (principal plus Interest) will not exceed 5% or \$2.1 million of our total operating revenue.

Debt Servicing Calculation Check 3% ✓

### Loans Budgeted 2021/22

#### Principal

	\$000's
Loans Outstanding as at 30 June, 2021	2,189
Add proposed new loans 2021/22	-
Less Scheduled Repayments 2021/22	(1,092)
Loans Outstanding as at 30 June, 2022	1,097

#### Expiry of Existing Loans

	Expiry	Current Balance \$000's
Loan 16	Jun-23	97
Loan 20	Jun-26	1,000
		1,097

## 9.4.2. Delegations Update

**Author/Position:** Mary Scully, Manager Governance

### **Purpose**

That Council resolves to adopt the updated S5 and S6 Instrument of Delegations.

### **Summary**

To consider various delegations of Council's powers and duties to members of Council's staff.

### **Recommendation**

#### **A. S5 Instrument of Delegation from Council to CEO**

In the exercise of the powers conferred by section s 11(1)(b) of the *Local Government Act 2020* (the Act) Council resolves that:

1. There be delegated to the person holding the position or acting in or performing the duties of Chief Executive Officer the powers, duties and functions set out in the attached *Instrument of Delegation to the Chief Executive Officer*, subject to the conditions and limitations specified in that instrument.
2. The instrument comes into force immediately upon this resolution being made and is to be signed by the Council's Chief Executive Officer and Mayor.
3. On the coming into force of the instrument all previous delegations to 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 instrument must be executed, in accordance with any guidelines or policies of Council that it may from time to time adopt.

#### **B. S6 Instrument of Delegation from Council to members of Council staff**

In the exercise of the powers conferred by the legislation referred to in the attached instrument of delegation, 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 attached 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 instrument is signed.
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 instrument must be executed, in accordance with any guidelines or policies of Council that it may from time to time adopt.

## **RESOLUTION**

#### **A. S5 Instrument of Delegation from Council to CEO**

In the exercise of the powers conferred by section s 11(1)(b) of the *Local Government Act 2020* (the Act) Council resolves that:

1. There be delegated to the person holding the position or acting in or performing the duties of Chief Executive Officer the powers, duties and functions set out in the attached *Instrument of Delegation to the Chief Executive Officer*, subject to the conditions and limitations specified in that instrument.
2. The instrument comes into force immediately upon this resolution being made and is to be signed by the Council's Chief Executive Officer and Mayor.
3. On the coming into force of the instrument all previous delegations to 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 instrument must be executed, in accordance with any guidelines or policies of Council that it may from time to time adopt.

**B. S6 Instrument of Delegation from Council to members of Council staff**

In the exercise of the powers conferred by the legislation referred to in the attached instrument of delegation, 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 attached 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 instrument is signed.
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 instrument must be executed, in accordance with any guidelines or policies of Council that it may from time to time adopt

Moved: Cr Eddy Ostarcevic

Seconded: Cr Rob Haswell

Carried

**Background/Rationale**

Council subscribes to the Maddocks Delegations and Authorisations Service which allows for regular updates to keep abreast of changes in legislation and to ensure the effective allocation and control of decision making powers.

As a result of the most recent update minor changes to the existing delegation from Council to Members of Council staff have been necessary to ensure references to legislation are current and the following Instruments of Delegation have been prepared for Council's consideration:

The amendments are noted in red in the S5 and S6 Instruments, which are attached to the report.

**A. S5 Instrument of Delegation from Council to Chief Executive Officer**

It is recommended that Councils remake the Instrument of Delegation to the Chief Executive Officer with every update of the service, irrespective of what changes (if any) are made to the Instrument. Changes under Conditions and Limitations are in accordance with council's *Procurement Policy*.

**1. Changes include:**

- 1.1 The delegate must not enter into a contract exceeding the value of \$200,000 for works; that are outside the allocated budget; changes the intended outcome(s) of the contracted works or services; is not approved by both the relevant Director and the Chief Executive Officer.

**B. S6 Instrument of Delegation from Council to Members of Council staff****1. Minor changes to the *Cemeteries and Crematoria Act 2003* include:**

- 1.1. Section 74 of the Act has been amended to insert subsection (3) and remove reference to provision commencing on 1 March 2022.
- 1.2. Sections 83(2) and 110(1A) of the Act have been amended to remove reference to the provision commencing on 1 March 2022.
- 1.3. Section 84I(4) of the Act has been inserted by virtue of the *Cemeteries and Crematoria Amendment Act 2021*, which relates to the power to exercise the rights of a holder of a right of internment.

**2. Changes to the *Planning and Environment Act 1987* include:**

- 2.1. Section 4I of the Act has been amended to refer to the duty to make a copy of the Victorian Planning Provisions and other documents available in accordance with the public available requirements.
- 2.2. Sections 18, 21(2), 26(2) and 46V(3) of the Act have been amended to include a note as to the period the documents must be made available in accordance with the public availability requirements.
- 2.3. Section 22(1) of the Act has been amended to clarify which submissions must be considered.
- 2.4. Section 22(2) of the Act has been inserted in two parts, which relate to the power to consider late submissions and the separate duty to consider late submissions.
- 2.5. Section 96J of the Act has been amended to refer to the duty rather than as a power.
- 2.6. Section 185B of the Act has been inserted, which relates to the duty to comply with a request from the Minister for information.

## **Legislation, Council Plan, Strategy and Policy Implications**

*Local Government Act 2021*

Council Plan 2021-25 – Improve Organisational Effectiveness

### **Options**

#### **Option 1**

That Council agrees to the delegation of powers as set out in the Instruments and authorises the Mayor and Chief Executive Officer to sign the Instruments. **[recommended]**

#### **Option 2**

That Council rejects the recommendation and seeks additional information. **[not recommended]**

### **Implications**

The subject matter has not raised any sustainability issues (economic, social, environmental or climate change) or heritage/cultural, amenity, human rights/gender equality, privacy, risk management, budgetary and asset management implications.

### **Procurement**

Not applicable

### **Community Engagement**

Not applicable

### **Innovation and Continuous Improvement**

Not applicable

### **Collaboration**

Not applicable

### **Officer's Declaration of Interest**

All officers providing advice to Council must disclose any interests, including the type of interest.

Mary Scully, Manager Governance

In providing this advice as the author, I have no disclosable interests in this report.

### **Attachments**

1. S6 Instrument of Delegation Council to members of staff July 2022 update **[9.4.2.1 - 67 pages]**
2. S 5 Instrument of Delegation Council to CEO July 2022 Update **[9.4.2.2 - 4 pages]**

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

**Northern Grampians Shire Council**

**Instrument of Delegation**

**to**

**Members of Council Staff**

## Instrument of Delegation

In exercise of the powers conferred by the legislation referred to in the attached Schedule, the Council:

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

"BI" means	: Building Inspector
"CECS" means	: Coordinator Environment and Community Safety
"CEO" means	: Chief Executive Officer
"CES" means	: Coordinator Engineering Services
"CSD" means	: Coordinator Sustainable Development
"EHO" means	: Environmental Health Officer
"DIA" means	: Director Infrastructure and Amenity
"GE" means	: Graduate Engineer
"IE" means	: Infrastructure Engineer
"MBS" means	: Municipal Building Surveyor
"MCSA" means	: Manager Community Safety and Amenity
"MGCS" means	: Manager Governance
"MI" means	: Manager Infrastructure
"MO" means	: Manager Operations
"SPO" means	: Senior Planning Officer
"P" means	: Strategic Planner and Statutory Planning Officer
"TLPS" means	: Team Leader Permit Support
"TLCS" means	: Team Leader Community Safety

3. declares that:
  - 3.1 this Instrument of Delegation is authorised by "a resolution" of Council passed on **5 September 2022**; and
  - 3.2 the delegation:
    - 3.2.1 comes into force immediately after Mayor and Chief Executive Officer signatures are applied;
    - 3.2.2 remains in force until varied or revoked;
    - 3.2.3 is subject to any conditions and limitations set out in sub-paragraph 3.3, and the Schedule; and
    - 3.2.4 must be exercised in accordance with any guidelines or policies which Council from time to time adopts; and
  - 3.3 the delegate must not determine the issue, take the action or do the act or thing:
    - 3.3.1 if the issue, action, act or thing is an issue, action or thing which Council has previously designated as an issue, action, act or thing which must be the subject of a Resolution of Council;
    - 3.3.2 if the determining of the issue, taking of the action or doing of the act or thing would or would be likely to involve a decision which is inconsistent with a
      - (a) policy; or
      - (b) strategyadopted by Council;

- 3.3.3 if the determining of the issue, the taking of the action or the doing of the act or thing cannot be the subject of a lawful delegation; or
- 3.3.4 the determining of the issue, the taking of the action or the doing of the act or thing is already the subject of an exclusive delegation to another member of Council staff or delegated committee.

.....

Mayor/Councillor

.....

Chief Executive Officer/Senior Officer

.....

Date

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**CEMETERIES AND CREMATORIA ACT 2003**

[##The provisions of this Act apply to Council appointed as a cemetery trust under s 5 of this Act, and also apply to Council appointed to manage a public cemetery under s 8(1)(a)(ii) as though it were a cemetery trust (see s 53)

Column 1	Column 2	Column 3	Column 4
PROVISION	THINGS DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 8(1)(a)(ii)	Power to manage one or more public cemeteries	CEO, DIA, MCSA	
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	CEO, DIA, MCSA	Where Council is a Class B cemetery trust
s 12(2)	Duty to have regard to the matters set out in paragraphs (a)-(c) in exercising its functions	CEO, DIA, MCSA	Where Council is a Class B cemetery trust
s 12A(1)	Function to do the activities set out in paragraphs (a) – (n)	CEO, DIA, MCSA	Where Council is a Class A cemetery trust
s 12A(2)	Duty to have regard to matters set out in paragraphs (a)-(e) in exercising its functions	CEO, DIA, MCSA	Where Council is a Class A cemetery trust
s 13	Duty to do anything necessary or convenient to enable it to carry out its functions	CEO, DIA, MCSA	
s 14	Power to manage multiple public cemeteries as if they are one cemetery	CEO, DIA, MCSA	
s 15(4)	Duty to keep records of delegations	CEO, DIA, MCSA	
s 17(1)	Power to employ any persons necessary	CEO, DIA, MCSA	
s 17(2)	Power to engage any professional, technical or other assistance considered necessary	CEO, DIA, MCSA	
s 17(3)	Power to determine the terms and conditions of employment or engagement	CEO, DIA, MCSA	Subject to any guidelines or directions of the Secretary

s 18(3)	Duty to comply with a direction from the Secretary	CEO, DIA, MCSA	
s 18B(1) & (2)	Duty to establish governance committees within 12 months of becoming a Class A cemetery trust and power to establish other governance committees from time to time	CEO, DIA, MCSA	Where Council is a Class A cemetery trust
s 18C	Power to determine the membership of the governance committee	CEO, DIA, MCSA	Where Council is a Class A cemetery trust
s 18D	Power to determine procedure of governance committee	CEO, DIA, MCSA	Where Council is a Class A cemetery trust
s 18D(1)(a)	Duty to appoint community advisory committee for the purpose of liaising with communities	CEO, DIA, MCSA	Where Council is a Class A cemetery trust
s 18D(1)(b)	Power to appoint any additional community advisory committees	CEO, DIA, MCSA	Where Council is a Class A cemetery trust
s 18D(2)	Duty to establish a community advisory committee under s 18D(1)(a) within 12 months of becoming a Class A cemetery trust.	CEO, DIA, MCSA	Where Council is a Class A cemetery trust
s 18D(3)	Duty to include a report on the activities of the community advisory committees in its report of operations under Part 7 of the Financial Management Act 1994	CEO, DIA, MCSA	Where Council is a Class A cemetery trust
s 18F(2)	Duty to give preference to a person who is not a funeral director of a stonemason (or a similar position) when appointing a person to a community advisory committee	CEO, DIA, MCSA	Where Council is a Class A cemetery trust
s 18H(1)	Duty to hold an annual meeting before 30 December in each calendar year	CEO, DIA, MCSA	Where Council is a Class A cemetery trust
s 18I	Duty to publish a public notice of annual meeting in a newspaper, a reasonable time before the date of the annual meeting	CEO, DIA, MCSA	Where Council is a Class A cemetery trust
s 18J	Duty to provide leadership, assistance and advice in relation to operational and governance matters relating to cemeteries (including the matters set out in s 18J(2))	CEO, DIA, MCSA	Where Council is a Class A cemetery trust
s 18L(1)	Duty to employ a person as the chief executive officer (by whatever title called) of the Class A cemetery trust	CEO, DIA, MCSA	Where Council is a Class A cemetery trust

s 18N(1)	Duty to prepare an annual plan for each financial year that specifies the items set out in paragraphs (a)-(d)	CEO, DIA, MCSA	Where Council is a Class A cemetery trust
s 18N(3)	Duty to give a copy of the proposed annual plan to the Secretary on or before 30 September each year for the Secretary's approval	CEO, DIA, MCSA	Where Council is a Class A cemetery trust
s 18N(5)	Duty to make amendments as required by the Secretary and deliver the completed plan to the Secretary within 3 months	CEO, DIA, MCSA	Where Council is a Class A cemetery trust
s 18N(7)	Duty to ensure that an approved annual plan is available to members of the public on request	CEO, DIA, MCSA	Where Council is a Class A cemetery trust
s 18O(1)	Duty to prepare a strategic plan and submit the plan to the Secretary for approval	CEO, DIA, MCSA	Where Council is a Class A cemetery trust
s 18O(4)	Duty to advise the Secretary if the trust wishes to exercise its functions in a manner inconsistent with its approved strategic plan	CEO, DIA, MCSA	Where Council is a Class A cemetery trust
s 18O(5)	Duty to ensure that an approved strategic plan is available to members of the public on request	CEO, DIA, MCSA	Where Council is a Class A cemetery trust
s 18Q(1)	Duty to pay an annual levy on gross earnings as reported in the annual financial statements for the previous financial year.	CEO, DIA, MCSA	Where Council is a Class A cemetery trust
s 19	Power to carry out or permit the carrying out of works	CEO, DIA, MCSA	
s 20(1)	Duty to set aside areas for the interment of human remains	CEO, DIA, MCSA	
s 20(2)	Power to set aside areas for the purposes of managing a public cemetery	CEO, DIA, MCSA	
s 20(3)	Power to set aside areas for those things in paragraphs (a) – (e)	CEO, DIA, MCSA	
s 24(2)	Power to apply to the Secretary for approval to alter the existing distribution of land	CEO, DIA, MCSA	
s 36	Power to grant licences to enter and use part of the land or building in a public cemetery in accordance with s 36	CEO, DIA, MCSA	Subject to the approval of the Minister

s 37	Power to grant leases over land in a public cemetery in accordance with s 37	CEO, DIA, MCSA	Subject to the Minister approving the purpose
s 40	Duty to notify Secretary of fees and charges fixed under s 39	CEO, DIA, MCSA	
s 47	Power to pay a contribution toward the cost of the construction and maintenance of any private street adjoining or abutting a cemetery	CEO, DIA, MCSA	Provided the street was constructed pursuant to the Local Government Act 2020
s 57(1)	Duty to submit a report to the Secretary every financial year in respect of powers and functions under the Act	CEO, DIA, MCSA	Report must contain the particulars listed in s.57(2)
s 59	Duty to keep records for each public cemetery	CEO, DIA, MCSA	
s 60(1)	Duty to make information in records available to the public for historical or research purposes	CEO, DIA, MCSA	
s 60(2)	Power to charge fees for providing information	CEO, DIA, MCSA	
s 64(4)	Duty to comply with a direction from the Secretary under s 64(3)	CEO, DIA, MCSA	
s 64B(d)	Power to permit interments at a reopened cemetery	CEO, DIA, MCSA	
s 66(1)	Power to apply to the Minister for approval to convert the cemetery, or part of it, to a historic cemetery park	CEO, DIA, MCSA	The application must include the requirements listed in s.66(2)(a)–(d)
s 69	Duty to take reasonable steps to notify of conversion to historic cemetery park	CEO, DIA, MCSA	
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	CEO, DIA, MCSA	
s 70(2)	Duty to make plans of existing place of interment available to the public	CEO, DIA, MCSA	
s 71(1)	Power to remove any memorials or other structures in an area to which an approval to convert applies	CEO, DIA, MCSA	

s 71(2)	Power to dispose of any memorial or other structure removed	CEO, DIA, MCSA	
s 72(2)	Duty to comply with request received under s72	CEO, DIA, MCSA	
s 73(1)	Power to grant a right of interment	CEO, DIA, MCSA	
s 73(2)	Power to impose conditions on the right of interment	CEO, DIA, MCSA	
s 74(3)	Duty to offer a perpetual right of interment	CEO, DIA, MCSA	<del>Provision commences on 1 March 2022 unless proclaimed earlier</del>
s 75	Power to grant the rights of interment set out in s 75 (a) and (b)	CEO, DIA, MCSA	
s 76(3)	Duty to allocate a piece of interment if an unallocated right is granted	CEO, DIA, MCSA	
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	CEO, DIA, MCSA	
s 80(1)	Function of receiving notification and payment of transfer of right of interment	CEO, DIA, MCSA	
s 80(2)	Function of recording transfer of right of interment	CEO, DIA, MCSA	
s 82(2)	Duty to pay refund on the surrender of an unexercised right of interment	CEO, DIA, MCSA	
s 83(2)	Duty to pay refund on the surrender of an unexercised right of interment (sole holder)	CEO, DIA, MCSA	<del>Reference to 'sole holder' will no longer apply from 1 March 2022</del>
s 83(3)	Power to remove any memorial and grant another right of interment for a surrendered right of interment	CEO, DIA, MCSA	
s 84(1)	Function of receiving notice of surrendering an entitlement to a right of interment	CEO, DIA, MCSA	

s 84F(2)(d)	Function of receiving notice of decision to vary or force the surrender of a right of interment under s 84C(2), (3) or (5)	CEO, DIA, MCSA	
s 84H(4)	Power to exercise the rights of a holder of a right of interment	CEO, DIA, MCSA	
s 84I(4)	Power to exercise the rights of a holder of a right of interment	CEO, DIA, MCSA	
s 84I(5)	Duty to pay refund to the previous holder or holders of the right of interment	CEO, DIA, MCSA	
s 84I(6)(a)	Power to remove any memorial on the place of interment	CEO, DIA, MCSA	
s 84I(6)(b)	Power to grant right of interment under s 73	CEO, DIA, MCSA	
s 85(1)	Duty to notify holder of 25 year right of interment of expiration at least 12 months before expiry	CEO, DIA, MCSA	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 least 12 months before expiry	CEO, DIA, MCSA	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 interment 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	CEO, DIA, MCSA	May only be exercised where right of interment relates to cremated human remains of a deceased identified veteran, if right of interment is not extended or converted to a perpetual right of interment
s 86(1)	Power to remove and dispose of cremated human remains and remove any memorial if no action taken by right holder within time specified	CEO, DIA, MCSA	
s 86(2)	Power to leave interred cremated human remains undisturbed or convert the right of interment to a perpetual right of interment	CEO, DIA, MCSA	
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	CEO, DIA, MCSA	

s 86(3)(b)	Power to remove interred cremated human remains and take further action in accordance with s 86(3)(b)	CEO, DIA, MCSA	
s 86(4)	Power to take action under s 86(4) relating to removing and re-interring cremated human remains	CEO, DIA, MCSA	
s 86(5)	Duty to provide notification before taking action under s 86(4)	CEO, DIA, MCSA	
s 86A	Duty to maintain place of interment and any memorial at place of interment, if action taken under s.86(3)	CEO, DIA, MCSA	
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	CEO, DIA, MCSA	
s 88	Function to receive applications to carry out a lift and reposition procedure at a place of interment	CEO, DIA, MCSA	
s 91(1)	Power to cancel a right of interment in accordance with this section	CEO, DIA, MCSA	
s 91(3)	Duty to publish notice of intention to cancel right of interment	CEO, DIA, MCSA	
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	CEO, DIA, MCSA	
s 98(1)	Function of receiving application to establish or alter a memorial or place of interment	CEO, DIA, MCSA	
s 99	Power to approve or refuse an application made under s 98, or to cancel an approval	CEO, DIA, MCSA	
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	CEO, DIA, MCSA	
s 100(1)	Power to require a person to remove memorials or places of interment	CEO, DIA, MCSA	
s 100(2)	Power to remove and dispose a memorial or place of interment or remedy a person's failure to comply with s 100(1)	CEO, DIA, MCSA	

s 100(3)	Power to recover costs of taking action under s 100(2)	CEO, DIA, MCSA	
s 101	Function of receiving applications to establish or alter a building for ceremonies in the cemetery	CEO, DIA, MCSA	
s 102(1)	Power to approve or refuse (if satisfied of the matters in (b) and (c) an application under s 101	CEO, DIA, MCSA	
s 102(2) & (3)	Power to set terms and conditions in respect of, or to cancel, an approval granted under s 102(1)	CEO, DIA, MCSA	
s 103(1)	Power to require a person to remove a building for ceremonies	CEO, DIA, MCSA	
s 103(2)	Power to remove and dispose of a building for ceremonies or remedy the failure to comply with s 103(1)	CEO, DIA, MCSA	
s 103(3)	Power to recover costs of taking action under s 103(2)	CEO, DIA, MCSA	
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	CEO, DIA, MCSA	
s 106(2)	Power to require the holder of the right of interment to provide for an examination	CEO, DIA, MCSA	
s 106(3)	Power to open and examine the place of interment if s 106(2) not complied with	CEO, DIA, MCSA	
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	CEO, DIA, MCSA	
s 107(1)	Power to require person responsible to make the building for ceremonies safe and proper or carry out specified repairs	CEO, DIA, MCSA	
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	CEO, DIA, MCSA	
s 108	Power to recover costs and expenses	CEO, DIA, MCSA	

s 109(1)(a)	Power to open, examine and repair a place of interment	CEO, DIA, MCSA	Where the holder of right of interment or responsible person cannot be found
s 109(1)(b)	Power to repair a memorial or, with the Secretary's consent, take down, remove and dispose of a memorial	CEO, DIA, MCSA	Where the holder of right of interment or responsible person cannot be found
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	CEO, DIA, MCSA	Where the holder of right of interment or responsible person cannot be found
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	CEO, DIA, MCSA	
s 110(1A)	Power to maintain, repair or restore the place of interment if unable to find any of the other holders after diligent inquiries and with the consent of the Secretary	CEO, DIA, MCSA	<del>Provision commences on 1 March 2022</del>
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	CEO, DIA, MCSA	
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	CEO, DIA, MCSA	
s 111	Power to enter into agreement with a holder of the right of interment to maintain a memorial or place of interment	CEO, DIA, MCSA	
s 112	Power to sell and supply memorials	CEO, DIA, MCSA	
s 116(4)	Duty to notify the Secretary of an interment authorisation granted	CEO, DIA, MCSA	
s 116(5)	Power to require an applicant to produce evidence of the right of interment holder's consent to application	CEO, DIA, MCSA	
s 118	Power to grant an interment authorisation if satisfied that the requirements of Division 2 of Part 8 have been met	CEO, DIA, MCSA	
s 119	Power to set terms and conditions for interment authorisations	CEO, DIA, MCSA	

s 131	Function of receiving an application for cremation authorisation	CEO, DIA, MCSA	
s 133(1)	Duty not to grant a cremation authorisation unless satisfied that requirements of s 133 have been complied with	CEO, DIA, MCSA	Subject to s 133(2)
s 145	Duty to comply with an order made by the Magistrates' Court or a coroner	REMAIN WITH CEO	
s 146	Power to dispose of bodily remains by a method other than interment or cremation with the approval of the Secretary	REMAIN WITH CEO	Subject to the approval of the Secretary
s 147	Power to apply to the Secretary for approval to dispose of bodily remains by a method other than interment or cremation	CEO, DIA, MCSA	
s 149	Duty to cease using method of disposal if approval revoked by the Secretary	CEO, DIA, MCSA	
s 150 & 152(1)	Power to authorise the interment or cremation of body parts if the requirements of Division 1 of Part II are met	CEO, DIA, MCSA	
s 151	Function of receiving an application to inter or cremate body parts	CEO, DIA, MCSA	
s 152 (2)	Power to impose terms and conditions on authorisation granted under s150	CEO, DIA, MCSA	
sch1 cl 8(3)	Power to permit members to participate in a particular meeting by telephone, closed-circuit television or any other means of communication	CEO, DIA, MCSA	
sch 1 cl 8(8)	Power to regulate own proceedings	CEO, DIA, MCSA	Subject to clause 8
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	CEO, DIA, MCSA	Where council is a Class A cemetery trust
sch 1A cl 8(8)	Power to regulate own proceedings	CEO, DIA, MCSA	Where council is a Class A cemetery trust Subject to clause 8

DOMESTIC ANIMALS ACT 1994			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS AND LIMITATIONS
s 41A(1)	Power to declare a dog to be a menacing dog	CEO, MCSA, CECS, TLCS	Council may delegate this power to a Council authorised officer

<b>FOOD ACT 1984</b>			
<b>Column 1</b>	<b>Column 2</b>	<b>Column 3</b>	<b>Column 4</b>
<b>PROVISION</b>	<b>THING DELEGATED</b>	<b>DELEGATE</b>	<b>CONDITIONS &amp; LIMITATIONS</b>
s 19(2)(a)	Power to direct by written order that the food premises be put into a clean and sanitary condition	CEO, MCSA, CSD, EHO	If s 19(1) applies
s 19(2)(b)	Power to direct by written order that specified steps be taken to ensure that food prepared, sold or handled is safe and suitable	CEO, MCSA, CSD, EHO	If s 19(1) applies
s 19(3)	Power to direct by written order that the food premises not be kept or used for the sale, or handling for sale, of any food, or for the preparation of any food, or for any other specified purpose, or for the use of any specified equipment or a specified process	CEO, MCSA, CSD, EHO	If s 19(1) applies Only in relation to temporary food premises or mobile food premises
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	CEO, MCSA, CSD, EHO	If s 19(1) applies
s 19(6)(a)	Duty to revoke any order under s19 if satisfied that an order has been complied with	CEO, MCSA, CSD, EHO	If s 19(1) applies
s 19(6)(b)	Duty to give written notice of revocation under s 19(6)(a) if satisfied that an order has been complied with	CEO, MCSA, CSD, EHO	If s 19(1) applies
s 19AA(2)	Power to direct, by written order, that a person must take any of the actions described in (a)-(c)	CEO, MCSA, CSD, EHO	Where council is the registration authority
s 19AA(4)(c)	Power to direct, in an order made under s 19AA(2) or a subsequent written order, that a person must ensure that any food or class of food is not removed from the premises	CEO, MCSA, CSD, EHO	Note: the power to direct the matters under s 19AA(4)(a) and (b) not capable of delegation and so such directions must be made by a Council resolution
s 19AA(7)	Duty to revoke order issued under s 19AA and give written notice of revocation, if satisfied that that order has been complied with	CEO, MCSA, CSD, EHO	Where Council is the registration authority
s 19CB(4)(b)	Power to request copy of records	CEO, MCSA, CSD, EHO	Where Council is the registration authority

s 19E(1)(d)	Power to request a copy of the food safety program	CEO, MCSA, CSD, EHO	Where Council is the registration authority
s 19EA(3)	Function of receiving copy of revised food safety program	CEO, MCSA, CSD, EHO	Where Council is the registration authority
s 19GB	Power to request proprietor to provide written details of the name, qualification or experience of the current food safety supervisor	CEO, MCSA, CSD, EHO	Where Council is the registration authority
s 19IA(1)	Power to form opinion that the food safety requirements or program are non-compliant.	CEO, MCSA, CSD, EHO	Where Council is the registration authority
s 19IA(2)	Duty to give written notice to the proprietor of the premises	CEO, MCSA, CSD, EHO	Where Council is the registration authority
s 19M(4)(a) & (5)	Power to conduct a food safety audit and take actions where deficiencies are identified	CEO, MCSA, CSD, EHO	Where Council is the registration authority
s 19N(2)	Function of receiving notice from the auditor	CEO, MCSA, CSD, EHO	Where Council is the registration authority
s 19NA(1)	Power to request food safety audit reports	CEO, MCSA, CSD, EHO	Where Council is the registration authority
s 19U(3)	Power to waive and vary the costs of a food safety audit if there are special circumstances	CEO, MCSA, CSD, EHO	
s 19UA	Power to charge fees for conducting a food safety assessment or inspection	CEO, MCSA, CSD, EHO	Except for an assessment required by a declaration under s 19C or an inspection under s38B(1)(c) or 39
s 19W	Power to direct a proprietor of a food premises to comply with any requirement under Part IIIB	CEO, MCSA, CSD, EHO	Where Council is the registration authority
s.19W(3)(a)	Power to direct a proprietor of a food premises to have staff at the premises undertake training or instruction	CEO, MCSA, CSD, EHO	Where Council is the registration authority
s 19W(3)(b)	Power to direct a proprietor of a food premises to have details of any staff training incorporated into the minimum records required to be kept or food safety program of the premises	CEO, MCSA, CSD, EHO	Where Council is the registration authority

---	Power to register or renew the registration of a food premises	CEO, MCSA, CSD, EHO	Where Council is the registration authority refusal to grant or renew the registration of a food premises must be ratified by Council or the CEO (see s 58A(2))
s 36A	Power to accept an application for registration or notification using online portal	CEO, MCSA, CSD, EHO	Where Council is the registration authority
s 36B	Duty to pay the charge for use of online portal	CEO, MCSA, CSD, EHO	Where Council is the registration authority
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 <sup>o</sup>	CEO, MCSA, CSD, EHO	Where Council is the registration authority
s 38AB(4)	Power to fix a fee for the receipt of a notification under s 38AA in accordance with a declaration under s 38AB (1)	CEO, MCSA, CSD, EHO	Where Council is the registration authority
s 38A(4)	Power to request a copy of a completed food safety program template	CEO, MCSA, CSD, EHO	Where Council is the registration authority
s 38B(1)(a)	Duty to assess the application and determine which class of food premises under s 19C the food premises belongs	CEO, MCSA, CSD, EHO	Where Council is the registration authority
s 38B(1)(b)	Duty to ensure proprietor has complied with requirements of s 38A	CEO, MCSA, CSD, EHO	Where Council is the registration authority
s 38B(2)	Duty to be satisfied of the matters in s 38B(2)(a)-(b)	CEO, MCSA, CSD, EHO	Where Council is the registration authority
s 38D(1)	Duty to ensure compliance with the applicable provisions of s 38C and inspect the premises if required by s 39	CEO, MCSA, CSD, EHO	Where Council is the registration authority
s 38D(2)	Duty to be satisfied of the matters in s 38D(2)(a)-(d)	CEO, MCSA, CSD, EHO	Where Council is the registration authority
s 38D(3)	Power to request copies of any audit reports	CEO, MCSA, CSD, EHO	Where Council is the registration authority
s 38E(2)	Power to register the food premises on a conditional basis	CEO, MCSA, CSD, EHO	Where Council is the registration authority not exceeding the prescribed time limit defined under ss (5)

s 38E(4)	Duty to register the food premises when conditions are satisfied	CEO, MCSA, CSD, EHO	Where Council is the registration authority
s 38F(3)(b)	Power to require proprietor to comply with requirements of this Act	CEO, MCSA, CSD, EHO	Where Council is the registration authority
s 38G(1)	Power to require notification of change of the food safety program type used for the food premises	CEO, MCSA, CSD, EHO	Where Council is the registration authority
s 38G(2)	Function of receiving notice from proprietor if there is a change of the food safety program type used for the food premises	CEO, MCSA, CSD, EHO	Where Council is the registration authority
s 38G(4)	Power to require the proprietor of the food premises to comply with any requirement of the Act	CEO, MCSA, CSD, EHO	Where Council is the registration authority
s 39(2)	Duty to carry out an inspection of the premises during the period of registration before the registration of the food premises is renewed	CEO, MCSA, CSD, EHO	Where Council is the registration authority
s 39A	Power to register or renew the registration of a food premises despite minor defects	CEO, MCSA, CSD, EHO	Where Council is the registration authority Only if satisfied of matters in s 39A (2)(a)-(c)
s 39A(6)	Duty to comply with a direction of the Secretary	CEO, MCSA, CSD, EHO	
s 40(1)	Duty to give the person in whose name the premises is to be registered a certificate of registration	CEO, MCSA, CSD, EHO	Where Council is the registration authority
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	CEO, MCSA, CSD, EHO	
s 40C(2)	Power to grant or renew the registration of food premises for a period of less than 1 year	CEO, MCSA, CSD, EHO	Where Council is the registration authority
s 40D(1)	Power to suspend or revoke the registration of food premises	CEO, MCSA, CSD, EHO	Where Council is the registration authority
s 40E	Duty to comply with direction of the Secretary	CEO, MCSA, CSD, EHO	

s 40F	Power to cancel registration of food premises	CEO, MCSA, CSD, EHO	Where Council is the registration authority
s 43	Duty to maintain records of registration	CEO, MCSA, CSD, EHO	Where Council is the registration authority
s 43(1)	Duty to maintain records of the prescribed particulars	CEO, MCSA, CSD, EHO	Where Council is the registration authority
s 43F(6)	Duty to be satisfied that registration requirements under Division 3 have been met prior to registering, transferring or renewing registration of a component of a food business	CEO, MCSA, CSD, EHO	Where Council is the registration authority
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	CEO, MCSA, CSD, EHO	Where Council is the registration authority
s 45AC	Power to bring proceedings	CEO, MCSA, CSD, EHO	
s 46(5)	Power to institute proceedings against another person where the offence was due to an act or default by that other person and where the first person charged could successfully defend a prosecution, without proceedings first being instituted against the person first charged	CEO, MCSA, CSD, EHO	Where Council is the registration authority

HERITAGE ACT 2017			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 116	Power to sub-delegate Executive Director's functions, duties or powers	CEO TO RETAIN	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

LOCAL GOVERNMENT ACT 1989			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 185L(4)	Power to declare and levy a cladding rectification charge	CEO <sup>1</sup>	

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<sup>1</sup> The only member of staff who can be a delegate in Column 3 is the CEO.  
S6 Instrument of Delegation – Members of Staff

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 4B	Power to prepare an amendment to the Victoria Planning Provisions	CEO, MCSA, CSD, SPO, P	If authorised by the Minister
s 4G	Function of receiving prescribed documents and a copy of the Victoria Planning Provisions from the Minister	CEO, MCSA, CSD, SPO, P	
s 4H	Duty to make amendment to the Victorian Planning Provisions available in accordance with public availability requirements	CEO, MCSA, CSD, SPO, P	
s 4I(2)	Duty to <del>keep</del> make a copy of the Victoria Planning Provisions and other documents available in accordance with public availability requirements	CEO, MCSA, CSD, SPO, P	
s 8A(2)	Power to prepare amendment to the planning scheme where the Minister has given consent under s.8A	CEO, MCSA, CSD, SPO, P	
s 8A(3)	Power to apply to Minister to prepare an amendment to the planning scheme	CEO, MCSA, CSD, SPO, P	
s 8A(5)	Function of receiving notice of the Minister's decision	CEO, MCSA, CSD, SPO, P	
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	CEO, MCSA, CSD, SPO, P	
s 8B(2)	Power to apply to the Minister for authorisation to prepare an amendment to the planning scheme of an adjoining municipal district	CEO, MCSA, CSD, SPO, P	
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	CEO, MCSA, CSD, SPO, P	

s 12B(1)	Duty to review planning scheme at least once in every three years after commencement of <i>Planning and Environment (General Amendment) Act 2004 No. 81</i>	CEO, MCSA, CSD, SPO, P	
s 12B(2)	Duty to review planning scheme at direction of Minister	CEO, MCSA, CSD, SPO, P	
s 12B(5)	Duty to report findings of review of planning scheme to Minister without delay	CEO, MCSA, CSD, SPO, P	
s 14	Duties of a Responsible Authority as set out in s 14(a) to (d)	CEO, MCSA, CSD, SPO, P	
s 17(1)	Duty of giving copy amendment to the planning scheme	CEO, MCSA, CSD, SPO, P	
s 17(2)	Duty of giving copy s 173 agreement	CEO, MCSA, CSD, SPO, P	
s 17(3)	Duty of giving copy amendment, explanatory report and relevant documents to the Minister within 10 business days	CEO, MCSA, CSD, SPO, P	
s 18	Duty to make amendment etc. available in accordance with public availability requirements	CEO, MCSA, CSD, SPO, P, TLPS	Until the proposed amendment is approved or lapsed
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 s19 to a planning scheme	CEO, MCSA, CSD, SPO, P	
s 19	Function of receiving notice of preparation of an amendment to a planning scheme	CEO, MCSA, CSD, SPO, P	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
s 20(1)	Power to apply to Minister for exemption from the requirements of s 19	CEO, MCSA, CSD, SPO, P	Where Council is a planning authority
s 21(2)	Duty to make submissions available in accordance with public availability requirements	CEO, MCSA, CSD, SPO, P, TLPS	Until the end of 2 months after the amendment comes into operation or lapses

s 21A(4)	Duty to publish notice in accordance with section	CEO, MCSA, CSD, SPO, P	
s 22(1)	Duty to consider all submissions <b>received before the date specified in the notice</b>	CEO, MCSA, CSD, SPO, P	Except submissions which request a change to the items in s 22(5)(a) and (b)
s 22(2)	<b>Power to consider a late submission</b> <b>Duty to consider a late submission, if directed by the Minister</b>	CEO, MCSA, CSD, SPO, P	
s 23(1)(b)	Duty to refer submissions which request a change to the amendment to a panel	CEO, MCSA, CSD, SPO, P	
s 23(2)	Power to refer to a panel submissions which do not require a change to the amendment	CEO, MCSA, CSD, SPO, P	
s 24	Function to represent Council and present a submission at a panel hearing (including a hearing referred to in s 96D)	CEO, MCSA, CSD, SPO, P	
s 26(1)	Power to make report available for inspection in accordance with the requirements set out in s 197B of the Act	CEO, MCSA, CSD, SPO, P	
s 26(2)	Duty to keep report of panel available in accordance with public availability requirements	CEO, MCSA, CSD, SPO, P, TLPS	<b>During the inspection period</b>
s 27(2)	Power to apply for exemption if panel's report not received	CEO, MCSA, CSD, SPO, P	
s 28(1)	Duty to notify the Minister if abandoning an amendment	CEO, DIA, MCSA	Note: the power to make a decision to abandon an amendment cannot be delegated
s 28(2)	Duty to publish notice of the decision on Internet site	CEO, MCSA, CSD, SPO, P, TLPS	
s 28(4)	Duty to make notice of the decision available on Council's Internet site for a period of at least 2 months	CEO, MCSA, CSD, SPO, P, TLPS	
s 30(4)(a)	Duty to say if amendment has lapsed	CEO, MCSA, CSD, SPO, P	

s 30(4)(b)	Duty to provide information in writing upon request	CEO, MCSA, CSD, SPO, P	
s 32(2)	Duty to give more notice if required	CEO, MCSA, CSD, SPO, P	
s 33(1)	Duty to give more notice of changes to an amendment	CEO, MCSA, CSD, SPO, P	
s 33(2)	Duty to comply with request by Authority under s.33(1) for information or assistance	CEO, MCSA, CSD, SPO, P	
s 34(1)	Function of consulting with Authority where exercising its powers likely to affect Council's functions	CEO, MCSA, CSD, SPO, P	
s 36(2)	Duty to give notice of approval of amendment	CEO, MCSA, CSD, SPO, P	
s 38(5)	Duty to give notice of revocation of an amendment	CEO, MCSA, CSD, SPO, P	
s 39	Function of being a party to a proceeding commenced under s 39 and duty to comply with determination by VCAT	CEO, MCSA, CSD, SPO, P	
s 40(1)	Function of lodging copy of approved amendment	CEO, MCSA, CSD, SPO, P	
s 41(1)	Duty to make a copy of an approved amendment available in accordance with the public availability requirements during inspection period	CEO, MCSA, CSD, SPO, P, TLPS	
s 41(2)	Duty to make a copy of an approved amendment and any documents lodged with it available in person in accordance with the requirements set out in s 197B of the Act after the inspection period ends	CEO, MCSA, CDS, SPO, P, TLPS	
s 42(2)	Duty to make copy of planning scheme available in accordance with the public availability requirements	CEO, MCSA, CSD, SPO, P, TLPS	
s 46AW	Function of being consulted by the Minister	CEO, MCSA, CSD, SPO, P	Where Council is responsible public entity

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	CEO, MCSA, CSD, SPO, P	Where Council is responsible public entity
s 46AZC(2)	Duty not to prepare an amendment to a declared area planning scheme that is inconsistent with a Statement of Planning Policy for the declared area that is expressed to be binding on the responsible public entity	CEO, MCSA, CSD, SPO, P	Where Council is a responsible public entity
s 46AZK	Duty not to act inconsistently with any provision of the Statement of Planning Policy that is expressed to be binding on the public entity when performing a function or duty or exercising a power in relation to the declared area	CEO, MCSA, CSD, SPO, P	Where Council is a responsible public entity
s 46GI(2)(b)(i)	Power to agree to a lower rate of standard levy for a class of development of a particular type of land than the rate specified in a Minister's direction	CEO, MCSA, CSD, SPO, P	Where Council is the planning authority, the municipal Council of the municipal district in which the land is located and/or the development agency
s 46GJ(1)	Function of receiving written directions from the Minister in relation to the preparation and content of infrastructure contributions plans	CEO, MCSA, CSD, SPO, P	
s 46GK	Duty to comply with a Minister's direction that applies to Council as the planning authority	CEO, MCSA, CSD, SPO, P	
s 46GN(1)	Duty to arrange for estimates of values of inner public purpose land	CEO, MCSA, CSD, SPO, P	
s 46GO(1)	Duty to give notice to owners of certain inner public purpose land	CEO, MCSA, CSD, SPO, P	
s 46GP	Function of receiving a notice under s.46GO	CEO, MCSA, CSD, SPO, P	Where Council is the collecting agency
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	CEO, MCSA, CSD, SPO, P	
s 46GR(1)	Duty to consider every submission that is made by the closing date for submissions included in the notice under s.46GO	CEO, MCSA, CSD, SPO, P	

s 46GR(2)	Power to consider a late submission Duty to consider a late submission if directed to do so by the Minister	CEO, MCSA, CSD, SPO, P	
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	CEO, MCSA, CSD, SPO, P	
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	CEO, MCSA, CSD, SPO, P	
s 46GT(2)	Duty to pay half of the fee fixed by the valuer-general for arranging and attending the conference	CEO, MCSA, CSD, SPO, P	
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	CEO, MCSA, CSD, SPO, P	
s 46GT(6)	Function of receiving, from the valuer-general, written notice of a determination under s.46GT(5)	CEO, MCSA, CSD, SPO, P	
s 46GU	Duty not to adopt an amendment under s 29 to an infrastructure contributions plan that specifies a land credit amount or a land equalisation amount that relates to a parcel of land in the ICP plan area of the plan unless the criteria in s 46GU(1)(a) and (b) are met	CEO, MCSA, CSD, SPO, P	
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	CEO, MCSA, CSD, SPO, P	Where Council is the collecting agency
s 46GV(3)(b)	Power to enter into an agreement with the applicant	CEO, MCSA, CSD, SPO, P	Where Council is the collecting agency
s 46GV(4)(a)	Function of receiving the inner public purpose land in accordance with s 46GV(5) and (6)	CEO, MCSA, CSD, SPO, P	Where Council is the collecting agency

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	CEO, MCSA, CSD, SPO, P	
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	CEO, MCSA, CSD, SPO, P	Where Council is the collecting agency
s 46GX(1)	Power to accept works, services or facilities in part or full satisfaction of the monetary component of an infrastructure contribution payable	CEO, MCSA, CSD, SPO, P	Where Council is the collecting agency
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	CEO, MCSA, CSD, SPO, P	Where Council is the collecting agency
s 46GY(1)	Duty to keep proper and separate accounts and records	CEO, MCSA, CSD, SPO, P	Where Council is the collecting agency
s 46GY(2)	Duty to keep the accounts and records in accordance with the <i>Local Government Act 2020</i>	CEO, MCSA, CSD, SPO, P	Where Council is the collecting agency
s 46GZ(2)(a)	Duty to forward any part of the monetary component that is imposed for plan preparation costs to the planning authority that incurred those costs	CEO, MCSA, CSD, SPO, P	Where Council is the collecting agency under an approved infrastructure contributions plan This duty does not apply where Council is that planning authority
s 46GZ(2)(a)	Function of receiving the monetary component	CEO, MCSA, CSD, SPO, P	Where the Council is the planning authority This duty does not apply where Council is also the collecting agency
s 46GZ(2)(b)	Duty to forward any part of the monetary component that is imposed for the provision of works, services or facilities to the development agency that is specified in the plan works, services or facilities	CEO, MCSA, CSD, SPO, P	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
s 46GZ(2)(b)	Function of receiving the monetary component	CEO, MCSA, CSD, SPO, P	Where Council is the development agency under an approved infrastructure contributions plan This provision does not apply where Council is also the collecting agency
s 46GZ(4)	Duty to use any land equalisation amounts to pay land credit amounts under s 46GZ(7), except any part of those	CEO, MCSA, CSD, SPO, P	Where Council is the collecting agency under an approved infrastructure contributions plan

	amounts that are to be forwarded to a development agency under s 46GZ(5)		
s 46GZ(5)	Duty to forward any part of a land equalisation amount required for the acquisition of outer public purpose land by a development agency specified in the approved infrastructure contributions plan to that development agency	CEO, MCSA, CSD, SPO, P	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
s 46GZ(5)	Function of receiving any part of a land equalisation amount required for the acquisition of outer public purpose land	CEO, MCSA, CSD, SPO, P	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
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	CEO, MCSA, CSD, SPO, P	Where Council is the collecting agency under an approved infrastructure contributions plan
s 46GZ(9)	Duty to transfer the estate in fee simple in the land to the development agency specified in the approved infrastructure contributions plan as responsible for the use and development of that land	CEO, MCSA, CSD, SPO, P	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
s 46GZ(9)	Function of receiving the fee simple in the land	CEO, MCSA, CSD, SPO, P	Where Council is the development agency under an approved infrastructure contributions plan  this duty does not apply where Council is also the collecting agency
s 46GZA(1)	Duty to keep proper and separate accounts and records	CEO, MCSA, CSD, SPO, P	Where Council is a development agency under an approved infrastructure contributions plan
s 46GZA(2)	Duty to keep the accounts and records in accordance with the <i>Local Government Act 2020</i>	CEO, MCSA, CSD, SPO, P	Where Council is a development agency under an approved infrastructure contributions plan
s 46GZB(3)	Duty to follow the steps set out in s 46GZB(3)(a) – (c)	CEO, MCSA, CSD, SPO, P	Where Council is a development agency under an approved infrastructure contributions plan
s 46GZBI(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	CEO, MCSA, CSD, SPO, P	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

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)	CEO, MCSA, CSD, SPO, P	Where Council is the development agency under an approved infrastructure contributions plan
s 46GZD(3)	Duty to follow the steps set out in s 46GZD(3)(a) and (b)	CEO, MCSA, CSD, SPO, P	Where Council is the collecting agency under an approved infrastructure contributions plan
s 46GZD(5)	Duty to make payments under s 46GZD(3) in accordance with ss 46GZD(5)(a) and 46GZD(5)(b)	CEO, MCSA, CSD, SPO, P	Where Council is the collecting agency under an approved infrastructure contributions plan
s 46GZE(2)	Duty to forward the land equalisation amount back to the collecting agency within 6 months after the expiry date if any part of a land equalisation amount paid or forwarded to a development agency for acquiring outer public purpose land has not been expended by the development agency to acquire that land at the date on which the approved infrastructure contributions plan expires	CEO, MCSA, CSD, SPO, P	Where Council is the development agency under an approved infrastructure contributions plan This duty does not apply where Council is also the collecting agency
s 46GZE(2)	Function of receiving the unexpended land equalisation amount	CEO, MCSA, CSD, SPO, P	Where Council is the collecting agency under an approved infrastructure contributions plan This duty does not apply where Council is also the development agency
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)	CEO, MCSA, CSD, SPO, P	Where Council is the collecting agency under an approved infrastructure contributions plan
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	CEO, MCSA, CSD, SPO, P	Where Council is the development agency under an approved infrastructure contributions plan
s 46GZF(3)	Duty, if land is sold under s 46GZF(2)(b), to follow the steps in s 46GZF(3)(a) and (b)	CEO, MCSA, CSD, SPO, P	Where Council is the development agency under an approved infrastructure contributions plan
s 46GZF(3)	Function of receiving proceeds of sale	CEO, MCSA, CSD, SPO, P	Where Council is the collection agency under an approved infrastructure contributions plan This provision does not apply where Council is also the development agency
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)	CEO, MCSA, CSD, SPO, P	Where Council is the collecting agency under an approved infrastructure contributions plan

s 46GZF(6)	Duty to make the payments under s 46GZF(4) in accordance with s 46GZF(6)(a) and (b)	CEO, MCSA, CSD, SPO, P	Where Council is the collecting agency under an approved infrastructure contributions plan
s 46GZH	Power to recover the monetary component, or any land equalisation amount of the land component, payable under Part 3AB as a debt in any court of competent jurisdiction	CEO, MCSA, CSD, SPO, P	Where Council is the collecting agency under an approved infrastructure contributions plan
s 46GZI	Duty to prepare and give a report to the Minister at the times required by the Minister	CEO, MCSA, CSD, SPO, P	Where Council is a collecting agency or development agency
s 46GZK	Power to deal with public purpose land which has vested in, been acquired by, or transferred to, Council	CEO, MCSA, CSD, SPO, P	Where Council is a collecting agency or development agency
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)	CEO, MCSA, CSD, SPO, P	
s 46N(1)	Duty to include condition in permit regarding payment of development infrastructure levy	CEO, MCSA, CSD, SPO, P	
s 46N(2)(c)	Function of determining time and manner for receipt of development contributions levy	CEO, MCSA, CSD, SPO, P	
s 46N(2)(d)	Power to enter into an agreement with the applicant regarding payment of development infrastructure levy	CEO, MCSA, CSD, SPO, P	
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	CEO, MCSA, CSD, SPO, P	
s 46O(1)(d) & (2)(d)	Power to enter into agreement with the applicant regarding payment of community infrastructure levy	CEO, MCSA, CSD, SPO, P	
s 46P(1)	Power to require payment of amount of levy under s 46N or s 46O to be satisfactorily secured	CEO, MCSA, CSD, SPO, P	
s 46P(2)	Power to accept provision of land, works, services or facilities in part or full payment of levy payable	CEO, MCSA, CSD, SPO, P	
s 46Q(1)	Duty to keep proper accounts of levies paid	CEO, MCSA, CSD, SPO, P, TLPS	

s 46Q(1A)	Duty to forward to development agency part of levy imposed for carrying out works, services, or facilities on behalf of development agency or plan preparation costs incurred by a development agency	CEO, MCSA, CSD, SPO, P	
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.	CEO, MCSA, CSD, SPO, P	
s 46Q(3)	Power to refund any amount of levy paid if it is satisfied the development is not to proceed	CEO, MCSA, CSD, SPO, P	Only applies when levy is paid to Council as a 'development agency'
s 46Q(4)(c)	Duty to pay amount to current owners of land in the area area if an amount of levy has been paid to a municipal Council as a development agency for plan preparation costs incurred by the Council or for the provision by the Council of works, services or facilities in an area under s 46Q(4)(a)	CEO, MCSA, CSD, SPO, P	Must be done within six months of the end of the period required by the development contributions plan and with the consent of, and in the manner approved by, the Minister
s 46Q(4)(d)	Duty to submit to the Minister an amendment to the approved development contributions plan	CEO, MCSA, CSD, SPO, P	Must be done in accordance with Part 3
s 46Q(4)(e)	Duty to expend that amount on other works etc.	CEO, MCSA, CSD, SPO, P	With the consent of, and in the manner approved by, the Minister
s 46QC	Power to recover any amount of levy payable under Part 3B	CEO, MCSA, CSD, SPO, P	
s 46QD	Duty to prepare report and give a report to the Minister	CEO, MCSA, CSD, SPO, P	Where Council is a collecting agency or development agency
s 46V(3)	Duty to make a copy of the approved strategy plan (being the Melbourne Airport Environs Strategy Plan) and any documents lodged with it available in accordance with the public availability requirements, during the inspection period	CEO, MCSA, CSD, SPO, P	
s 46V(4)	Duty to make a copy of the approved strategy plan (being the Melbourne Airport Environs Strategy Plan) and any documents lodged with it available in accordance with s 197B of the Act and on payment of the prescribe fee, after the inspection period	CEO, MCSA, CSD, SPO, P	

s 46V(5)	Duty to keep a copy of the approved strategy plan incorporating all amendments to it	CEO, MCSA, CSD, SPO, P	
s 46V(6)	Duty to make a copy of the approved strategy plan incorporating all amendments to it available in accordance with the public availability requirements	CEO, MCSA, CSD, SPO, P	
s 46Y	Duty to carry out works in conformity with the approved strategy plan	CEO, MCSA, CSD, SPO, P	
s 49(1)	Duty to keep a register of all applications for permits and determinations relating to permits	CEO, MCSA, CSD, SPO, P, TLPS	
s 49(2)	Duty to make register available for inspection in accordance with the public availability requirements	CEO, MCSA, CSD, SPO, P, TLPS	
s 50(4)	Duty to amend application	CEO, MCSA, CSD, SPO, P	
s 50(5)	Power to refuse to amend application	CEO, MCSA, CSD, SPO, P	
s 50(6)	Duty to make note of amendment to application in register	CEO, MCSA, CSD, SPO, P, TLPS	
s 50A(1)	Power to make amendment to application	CEO, MCSA, CSD, SPO, P	
s 50A(3)	Power to require applicant to notify owner and make a declaration that notice has been given	CEO, MCSA, CSD, SPO, P	
s 50A(4)	Duty to note amendment to application in register	CEO, MCSA, CSD, SPO, P, TLPS	
s 51	Duty to make copy of application available for inspection in accordance with the public availability requirements	CEO, MCSA, CSD, SPO, P, TLPS	

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	CEO, MCSA, CSD, SPO, P	
s 52(1)(b)	Duty to give notice of the application to other municipal Council where appropriate	CEO, MCSA, CSD, SPO, P	
s 52(1)(c)	Duty to give notice of the application to all persons required by the planning scheme	CEO, MCSA, CSD, SPO, P	
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	CEO, MCSA, CSD, SPO, P	
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	CEO, MCSA, CSD, SPO, P	
s 52(1)(d)	Duty to give notice of the application to other persons who may be detrimentally affected	CEO, MCSA, CSD, SPO, P	
s 52(1AA)	Duty to give notice of an application to remove or vary a registered restrictive covenant	CEO, MCSA, CSD, SPO, P	
s 52(3)	Power to give any further notice of an application where appropriate	CEO, MCSA, CSD, SPO, P	
s 53(1)	Power to require the applicant to give notice under s 52(1) to persons specified by it	CEO, MCSA, CSD, SPO, P	
s 53(1A)	Power to require the applicant to give the notice under s 52(1AA)	CEO, MCSA, CSD, SPO, P	
s 54(1)	Power to require the applicant to provide more information	CEO, MCSA, CSD, SPO, P	
s 54(1A)	Duty to give notice in writing of information required under s 54(1)	CEO, MCSA, CSD, SPO, P	
s 54(1B)	Duty to specify the lapse date for an application	CEO, MCSA, CSD, SPO, P	

s 54A(3)	Power to decide to extend time or refuse to extend time to give required information	CEO, MCSA, CSD, SPO, P	
s 54A(4)	Duty to give written notice of decision to extend or refuse to extend time under s 54A(3)	CEO, MCSA, CSD, SPO, P	
s 55(1)	Duty to give copy application, together with the prescribed information, to every referral authority specified in the planning scheme	CEO, MCSA, CSD, SPO, P	
s 57(2A)	Power to reject objections considered made primarily for commercial advantage for the objector	CEO, MCSA, CSD, SPO, P	
s 57(3)	Function of receiving name and address of persons to whom notice of decision is to go	CEO, MCSA, CSD, SPO, P	
s 57(5)	Duty to make a copy of all objections available in accordance with the public availability requirements	CEO, CSD, SPO, P, TLPS	
s 57A(4)	Duty to amend application in accordance with applicant's request, subject to s 57A(5)	CEO, MCSA, CSD, SPO, P	
s 57A(5)	Power to refuse to amend application	CEO, MCSA, CSD, SPO, P	
s 57A(6)	Duty to note amendments to application in register	CEO, MCSA, CSD, SPO, P	
s 57B(1)	Duty to determine whether and to whom notice should be given	CEO, MCSA, CSD, SPO, P	
s 57B(2)	Duty to consider certain matters in determining whether notice should be given	CEO, MCSA, CSD, SPO, P	
s 57C(1)	Duty to give copy of amended application to referral authority	CEO, MCSA, CSD, SPO, P	
s 58	Duty to consider every application for a permit	CEO, MCSA, CSD, SPO, P	
s 58A	Power to request advice from the Planning Application Committee	CEO, MCSA, CSD, SPO, P	

s 60	Duty to consider certain matters	CEO, MCSA, CSD, SPO, P	
s 60(1A)	Power to consider certain matters before deciding on application	CEO, MCSA, CSD, SPO, P	
s 60(1B)	Duty to consider number of objectors in considering whether use or development may have significant social effect	CEO, MCSA, CSD, SPO, P	
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	CEO, MCSA, CSD, SPO, P	The permit must not be inconsistent with a cultural heritage management plan under the <i>Aboriginal Heritage Act</i> 2006.
s 61(2)	Duty to decide to refuse to grant a permit if a relevant determining referral authority objects to grant of permit	CEO, MCSA, CSD, SPO, P	
s 61(2A)	Power to decide to refuse to grant a permit if a relevant recommending referral authority objects to the grant of permit	CEO, MCSA, CSD, SPO, P	
s 61(3)(a)	Duty not to decide to grant a permit to use coastal Crown land without Minister's consent	CEO, MCSA, CSD, SPO, P	
s 61(3)(b)	Duty to refuse to grant the permit without the Minister's consent	CEO, MCSA, CSD, SPO, P	
s 61(4)	Duty to refuse to grant the permit if grant would authorise a breach of a registered restrictive covenant	CEO, MCSA, CSD, SPO, P	
s 62(1)	Duty to include certain conditions in deciding to grant a permit	CEO, MCSA, CSD, SPO, P	
s 62(2)	Power to include other conditions	CEO, MCSA, CSD, SPO, P	
s 62(4)	Duty to ensure conditions are consistent with sss (a),(b) and (c)	CEO, MCSA, CSD, SPO, P	
s 62(5)(a)	Power to include a permit condition to implement an approved development contributions plan or an approved infrastructure contributions plan	CEO, MCSA, CSD, SPO, P	

s 62(5)(b)	Power to include a permit condition that specified works be provided on or to the land or paid for in accordance with s 173 agreement	CEO, MCSA, CSD, SPO, P	
s 62(5)(c)	Power to include a permit condition that specified works be provided or paid for by the applicant	CEO, MCSA, CSD, SPO, P	
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)	CEO, MCSA, CSD, SPO, P	
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)	CEO, MCSA, CSD, SPO, P	
s 63	Duty to issue the permit where made a decision in favour of the application if objectors	CEO, MCSA, CSD, SPO, P	
s 64(1)	Duty to give notice of decision to grant a permit to applicant and objectors	CEO, MCSA, CSD, SPO, P	This provision applies also to a decision to grant an amendment to a permit-see s 75
s 64(3)	Duty not to issue a permit until after the specified period	CEO, MCSA, CSD, SPO, P	This provision applies also to a decision to grant an amendment to a permit-see s 75
s 64(5)	Duty to give each objector a copy of an exempt decision	CEO, MCSA, CSD, SPO, P	This provision applies also to a decision to grant an amendment to a permit-see s 75
s 64A	Duty not to issue permit until the end of a period when an application for review may be lodged with VCAT or until VCAT has determined the application, if a relevant recommending referral authority has objected to the grant of a permit	CEO, MCSA, CSD, SPO, P	This provision applies also to a decision to grant an amendment to a permit-see s 75A
s 65(1)	Duty to give notice of refusal to grant permit to applicant and person who objected under s 57	CEO, MCSA, CSD, SPO, P	
s 66(1)	Duty to give notice under s 64 or s 65 and copy permit to relevant determining referral authorities	CEO, MCSA, CSD, SPO, P	
s 66(2)	Duty to give a recommending referral authority notice of its decision to grant a permit	CEO, MCSA, CSD, SPO, P	If the recommending referral authority objected to the grant of the permit or the responsible authority decided not to include a condition on the permit recommended by the recommending referral authority

s 66(4)	Duty to give a recommending referral authority notice of its decision to refuse a permit	CEO, MCSA, CSD, SPO, P	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
s 66(6)	Duty to give a recommending referral authority a copy of any permit which Council decided to grant and a copy of any notice given under s 64 or 65	CEO, MCSA, CSD, SPO, P	If the recommending referral authority did not object to the grant of the permit or the recommending referral authority did not recommend a condition be included on the permit
s 69(1)	Function of receiving application for extension of time of permit	CEO, MCSA, CSD, SPO, P	
s 69(1A)	Function of receiving application for extension of time to complete development	CEO, MCSA, CSD, SPO, P	
s 69(2)	Power to extend time	CEO, MCSA, CSD, SPO, P	
s 70	Duty to make copy permit available in accordance with public availability requirements	CEO, MCSA, CSD, SPO, P, TLPS	
s 71(1)	Power to correct certain mistakes	CEO, MCSA, CSD, SPO, P	
s 71(2)	Duty to note corrections in register	CEO, MCSA, CSD, SPO, P, TLPS	
s 73	Power to decide to grant amendment subject to conditions	CEO, MCSA, CSD, SPO, P	
s 74	Duty to issue amended permit to applicant if no objectors	CEO, MCSA, CSD, SPO, P	
s 76	Duty to give applicant and objectors notice of decision to refuse to grant amendment to permit	CEO, MCSA, CSD, SPO, P	
s 76A(1)	Duty to give relevant determining referral authorities copy of amended permit and copy of notice	CEO, MCSA, CSD, SPO, P	
s 76A(2)	Duty to give a recommending referral authority notice of its decision to grant an amendment to a permit	CEO, MCSA, CSD, SPO, P	If the recommending referral authority objected to the amendment of the permit or the responsible authority decided not to include a condition on the amended permit recommended by the recommending referral authority

s 76A(4)	Duty to give a recommending referral authority notice of its decision to refuse a permit	CEO, MCSA, CSD, SPO, P	If the recommending referral authority objected to the amendment of the permit or the recommending referral authority recommended that a permit condition be included on the amended permit
s 76A(6)	Duty to give a recommending referral authority a copy of any amended permit which Council decides to grant and copy of any notice given under s 64 or 76	CEO, MCSA, CSD, SPO, P	If the recommending referral authority did not object to the amendment of the permit or the recommending referral authority did not recommend a condition be included on the amended permit
s 76D	Duty to comply with direction of Minister to issue amended permit	CEO, MCSA, CSD, SPO, P	
s 83	Function of being respondent to an appeal	CEO, MCSA, CSD, SPO, P	
s 83B	Duty to give or publish notice of application for review	CEO, MCSA, CSD, SPO, P	
s 84(1)	Power to decide on an application at any time after an appeal is lodged against failure to grant a permit	CEO, MCSA, CSD, SPO, P	
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	CEO, MCSA, CSD, SPO, P	
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	CEO, MCSA, CSD, SPO, P	
s 84(6)	Duty to issue permit on receipt of advice within 3 <del>working</del> <b>business</b> days	CEO, MCSA, CSD, SPO, P	
s 84AB	Power to agree to confining a review by the Tribunal	CEO, MCSA, CSD, SPO, P	
s 86	Duty to issue a permit at order of Tribunal within 3 <del>working</del> <b>business</b> days	CEO, MCSA, CSD, SPO, P	
s 87(3)	Power to apply to VCAT for the cancellation or amendment of a permit	CEO, MCSA, CSD, SPO, P	
s 87(4)	Power to make a minor amendment to a permit	CEO, MCSA, CSD, SPO, P	

s 90(1)	Function of being heard at hearing of request for cancellation or amendment of a permit	CEO, MCSA, CSD, SPO, P	
s 91(2)	Duty to comply with the directions of the VCAT	CEO, MCSA, CSD, SPO, P	
s 91(2A)	Duty to issue amended permit to owner if Tribunal so directs	CEO, MCSA, CSD, SPO, P	
s 92	Duty to give notice of cancellation/amendment of permit by VCAT to persons entitled to be heard under s.90	CEO, MCSA, CSD, SPO, P	
s 93(2)	Duty to give notice of VCAT order to stop development	CEO, MCSA, CSD, SPO, P	
s 95(3)	Function of referring certain applications to the Minister	CEO, MCSA, CSD, SPO, P	
s 95(4)	Duty to comply with an order or direction	CEO, MCSA, CSD, SPO, P	
s 96(1)	Duty to obtain a permit from the Minister to use and develop its land	CEO, MCSA, CSD, SPO, P	
s 96(2)	Function of giving consent to other persons to apply to the Minister for a permit to use and develop Council land	CEO, MCSA, CSD, SPO, P	
s 96A(2)	Power to agree to consider an application for permit concurrently with preparation of proposed amendment	CEO, MCSA, CSD, SPO, P	
s 96C	Power to give notice, to decide not to give notice, to publish notice and to exercise any other power under s 96C	CEO, MCSA, CSD, SPO, P	
s 96F	Duty to consider the panel's report under s 96E	CEO, MCSA, CSD, SPO, P	
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 <i>Planning and Environment (Planning Schemes) Act 1996</i> )	CEO, MCSA, CSD, SPO, P	

s 96H(3)	Power to give notice in compliance with Minister's direction	CEO, MCSA, CSD, SPO, P	
s96J	<b>Power Duty</b> to issue permit as directed by the Minister	CEO, MCSA, CSD, SPO, P	
s 96K	Duty to comply with direction of the Minister to give notice of refusal	CEO, MCSA, CSD, SPO, P	
s 96Z	Duty to keep levy certificates given to it under s 47 or 96A for no less than 5 years from receipt of the certificate	CEO, MCSA, CSD, SPO, P	
s 97C	Power to request Minister to decide the application	CEO, MCSA, CSD, SPO, P	
s 97D(1)	Duty to comply with directions of Minister to supply any document or assistance relating to application	CEO, MCSA, CSD, SPO, P	
s 97G(3)	Function of receiving from Minister copy of notice of refusal to grant permit or copy of any permit granted by the Minister	CEO, MCSA, CSD, SPO, P	
s 97G(6)	Duty to make a copy of permits issued under s 97F available in accordance with public availability requirements	CEO, MCSA, CSD, SPO, P, TLPS	
s 97L	Duty to include Ministerial decisions in a register kept under s 49	CEO, MCSA, CSD, SPO, P, TLPS	
s 97O	Duty to consider application and issue or refuse to issue certificate of compliance	CEO, MCSA, CSD, SPO, P	
s 97P(3)	Duty to comply with directions of VCAT following an application for review of a failure or refusal to issue a certificate	CEO, MCSA, CSD, SPO, P	
s 97Q(2)	Function of being heard by VCAT at hearing of request for amendment or cancellation of certificate	CEO, MCSA, CSD, SPO, P	
s 97Q(4)	Duty to comply with directions of VCAT	CEO, MCSA, CSD, SPO, P	

s 97R	Duty to keep register of all applications for certificate of compliance and related decisions	CEO, MCSA, CSD, SPO, P, TLPS	
s 98(1) & (2)	Function of receiving claim for compensation in certain circumstances	CEO, MCSA, CSD, SPO, P	
s 98(4)	Duty to inform any person of the name of the person from whom compensation can be claimed	CEO, MCSA, CSD, SPO, P	
s 101	Function of receiving claim for expenses in conjunction with claim	CEO, MCSA, CSD, SPO, P	
s 103	Power to reject a claim for compensation in certain circumstances	CEO, MCSA, CSD, SPO, P	
s 107(1)	Function of receiving claim for compensation	CEO, MCSA, CSD, SPO, P	
s 107(3)	Power to agree to extend time for making claim	CEO, MCSA, CSD, SPO, P	
s 113(2)	Power to request a declaration for land to be proposed to be reserved for public purposes	CEO, MCSA, CSD, SPO, P	
s 114(1)	Power to apply to the VCAT for an enforcement order	CEO, MCSA, CSD, SPO, P	
s 117(1)(a)	Function of making a submission to the VCAT where objections are received	CEO, MCSA, CSD, SPO, P	
s 120(1)	Power to apply for an interim enforcement order where s 114 application has been made	CEO, MCSA, CSD, SPO, P	
s 123(1)	Power to carry out work required by enforcement order and recover costs	CEO, DIA, MCSA, CSD, SPO, P	
s 123(2)	Power to sell buildings, materials, etc salvaged in carrying out work under s 123(1)	CEO, DIA, MCSA, CSD, SPO, P	Except Crown Land

s 129	Function of recovering penalties	CEO, MCSA, CSD, SPO, P	
s 130(5)	Power to allow person served with an infringement notice further time	CEO, MCSA, CSD, SPO, P	
s 149A(1)	Power to refer a matter to the VCAT for determination	CEO, DIA, MCSA, CSD, SPO, P	
s 149A(1A)	Power to apply to VCAT for the determination of a matter relating to the interpretation of a s.173 agreement	CEO, DIA, MCSA, CSD, SPO, P	
s 156	Duty to pay fees and allowances (including a payment to the Crown under s 156(2A) and payment or reimbursement for reasonable costs and expenses incurred by the panel in carrying out its functions unless the Minister directs otherwise under s 156(2B), power to ask for contribution under s 156 (3) and power to abandon amendment or part of it under s 156(4)	CEO, MCSA, CSD, SPO, P	Where Council is the relevant planning authority
s 171(2)(f)	Power to carry out studies and commission reports	CEO, MCSA, CSD, SPO, P	
s 171(2)(g)	Power to grant and reserve easements	CEO, MCSA, CSD, SPO, P	
s 172C	Power to compulsorily acquire any outer public purpose land that is specified in the approved infrastructure contributions plan	CEO, MCSA, CSD, SPO, P	Where Council is a development agency specified in an approved infrastructure contributions plan
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)	CEO, MCSA, CSD, SPO, P	Where Council is a collecting agency specified in an approved infrastructure contributions plan
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)	CEO, MCSA, CSD, SPO, P	Where Council is the development agency specified in an approved infrastructure contributions plan
s 173(1)	Power to enter into agreement covering matters set out in s 174	CEO, DIA, MCSA, CSD, SPO, P	

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	CEO, DIA, MCSA, CSD, SPO, P	Where Council is the relevant responsible authority
---	Power to decide whether something is to the satisfaction of Council, where an agreement made under s 173 of the <i>Planning and Environment Act 1987</i> requires something to be to the satisfaction of Council or Responsible Authority	CEO, MCSA, CSD, SPO, P	
---	Power to give consent on behalf of Council, where an agreement made under s 173 of the <i>Planning and Environment Act 1987</i> requires that something may not be done without the consent of Council or Responsible Authority	CEO, MCSA, CSD, SPO, P	
s 177(2)	Power to end 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	CEO, DIA, MCSA, CSD, SPO, P	
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	CEO, DIA, MCSA, CSD, SPO, P	
s 178A(1)	Function of receiving application to amend or end an agreement	CEO, DIA, MCSA, CSD, SPO, P	
s 178A(3)	Function of notifying the owner as to whether it agrees in principle to the proposal under s178A(1)	CEO, DIA, MCSA, CSD, SPO, P	
s 178A(4)	Function of notifying the applicant and the owner as to whether it agrees in principal to the proposal	CEO, DIA, MCSA, CSD, SPO, P	
s 178A(5)	Power to propose to amend or end an agreement	CEO, DIA, MCSA, CSD, SPO, P	
s 178B(1)	Duty to consider certain matters when considering proposal to end an agreement	CEO, DIA, MCSA, CSD, SPO, P	

s 178B(2)	Duty to consider certain matters when considering proposal to end an agreement	CEO, DIA, MCSA, CSD, SPO, P	
s 178C(2)	Duty to give notice of the proposal to all parties to the agreement and other persons who may be detrimentally affected by decision to amend or end	CEO, DIA, MCSA, CSD, SPO, P	
s 178C(4)	Function of determining how to give notice under s 178C(2)	CEO, DIA, MCSA, CSD, SPO, P	
s 178E(1)	Duty not to make decision until after 14 days after notice has been given	CEO, DIA, MCSA, CSD, SPO, P	
s 178E(2)(a)	Power to amend or end the agreement in accordance with the proposal	CEO, DIA, MCSA, CSD, SPO, P	If no objections are made under s 178D Must consider matters in s 178B
s 178E(2)(b)	Power to amend or end the agreement in a manner that is not substantively different from the proposal	CEO, DIA, MCSA, CSD, SPO, P	If no objections are made under s 178D Must consider matters in s 178B
s 178E(2)(c)	Power to refuse to amend or end the agreement	CEO, DIA, MCSA, CSD, SPO, P	If no objections are made under s 178. Must consider matters in s 178B
s 178E(3)(a)	Power to amend or end the agreement in accordance with the proposal	CEO, DIA, MCSA, CSD, SPO, P	After considering objections, submissions and matters in s 178B
s 178E(3)(b)	Power to amend or end the agreement in a manner that is not substantively different from the proposal	CEO, DIA, MCSA, CSD, SPO, P	After considering objections, submissions and matters in s 178B
s 178E(3)(c)	Power to amend or end the agreement in a manner that is substantively different from the proposal	CEO, DIA, MCSA, CSD, SPO, P	After considering objections, submissions and matters in s 178B
s 178E(3)(d)	Power to refuse to amend or end the agreement	CEO, DIA, MCSA, CSD, SPO, P	After considering objections, submissions and matters in s 178B

s 178F(1)	Duty to give notice of its decision under s 178E(3)(a) or (b)	CEO, DIA, MCSA, CSD, SPO, P	
s 178F(2)	Duty to give notice of its decision under s 178E(2)(c) or (3)(d)	CEO, DIA, MCSA, CSD, SPO, P	
s 178F(4)	Duty not to proceed to amend or end an agreement under s 178E until at least 21 days after notice has been given or until an application for review to the tribunal has been determined or withdrawn	CEO, DIA, MCSA, CSD, SPO, P	
s 178G	Duty to sign amended agreement and give copy to each other party to the agreement	CEO, DIA, MCSA, CSD, SPO, P	
s 178H	Power to require a person who applies to amend or end an agreement to pay the costs of giving notices and preparing the amended agreement	CEO, DIA, MCSA, CSD, SPO, P	
s 178I(3)	Duty to notify, in writing, each party to the agreement of the ending of the agreement relating to Crown Land	CEO, DIA, MCSA, CSD, SPO, P	
s 179(2)	Duty to make a copy of each agreement available in accordance with the public availability requirements	CEO, MCSA, CSD, SPO, P, TLPS	
s 181	Duty to apply to the Registrar of Titles to record the agreement and to deliver a memorial to Registrar-General	CEO, MCSA, CSD, SPO, P	
s 181(1A)(a)	Power to apply to the Register of Titles to record the agreement	CEO, MCSA, CSD, SPO, P	
s 181(1A)(b)	Duty to apply to the Register of Titles, without delay, to record the agreement	CEO, MCSA, CSD, SPO, P	
s 182	Power to enforce an agreement	CEO, MCSA, CSD, SPO, P	
s 183	Duty to tell Registrar of Titles of ending/amendment of agreement	CEO, MCSA, CSD, SPO, P, TLPS	

s 184F(1)	Power to decide to amend or end an agreement at any time after an application for review of the failure of Council to make a decision	CEO, DIA, MCSA, CSD, SPO, P	
s 184F(2)	Duty not to amend or end the agreement or give notice of the decision after an application is made to VCAT for review of a failure to amend or end an agreement	CEO, DIA, MCSA, CSD, SPO, P	
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	CEO, MCSA, CSD, SPO, P	
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	CEO, MCSA, CSD, SPO, P	
s 184G(2)	Duty to comply with a direction of the tribunal	CEO, DIA, MCSA, CSD, SPO, P	
s 184G(3)	Duty to give notice as directed by the Tribunal	CEO, DIA, MCSA, CSD, SPO, P	
s 185B(1)	Duty to comply with a request from the Minister to provide the name, address, email address or telephone number of any person to whom the Minister is required to give notice	CEO, DIA, MCSA, CSD, SPO, P	
s 198(1)	Function to receive application for planning certificate	CEO, MCSA, CSD, SPO, P, TLPS	
s 199(1)	Duty to give planning certificate to applicant	CEO, MCSA, CSD, SPO, P	
s 201(1)	Function of receiving application for declaration of underlying zoning	CEO, MCSA, CSD, SPO, P, TLPS	
s 201(3)	Duty to make declaration	CEO, MCSA, CSD, SPO, P	

-	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	CEO, MCSA, CSD, SPO, P	
	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	CEO, MCSA, CSD, SPO, P	
	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	CEO, MCSA, CSD, SPO, P	
-	Power to give written authorisation in accordance with a provision of a planning scheme	CEO, MCSA, CSD, SPO, P	
s 201UAB(1)	Function of providing the Victoria Planning Authority with information relating to any land within municipal district	CEO, MCSA, CSD, SPO, P	
s 201UAB(2)	Duty to provide the Victoria Planning Authority with information requested under ss (1) as soon as possible	CEO, MCSA, CSD, SPO, P	

<b>RESIDENTIAL TENANCIES ACT 1997</b>			
<b>Column 1</b>	<b>Column 2</b>	<b>Column 3</b>	<b>Column 4</b>
<b>PROVISION</b>	<b>THING DELEGATED</b>	<b>DELEGATE</b>	<b>CONDITIONS &amp; LIMITATIONS</b>
s 518F	Power to issue notice to caravan park regarding emergency management plan if determined that the plan does not comply with the requirements	CEO, MCSA, CSD, EHO	
s 522(1)	Power to give a compliance notice to a person	CEO, MCSA, CSD, EHO	
s 525(2)	Power to authorise an officer to exercise powers in s 526 (either generally or in a particular case)	CEO, MCSA, CSD, EHO	
s 525(4)	Duty to issue identity card to authorised officers	CEO, MCSA, CSD, EHO	
s 526(5)	Duty to keep record of entry by authorised officer under s 526	CEO, MCSA, CSD, EHO	
s 526A(3)	Function of receiving report of inspection	CEO, MCSA, CSD, EHO	
s 527	Power to authorise a person to institute proceedings (either generally or in a particular case)	CEO, DIA, MCSA	

ROAD MANAGEMENT ACT 2004			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 11(1)	Power to declare a road by publishing a notice in the Government Gazette	CEO, MI, DI	Obtain consent in circumstances specified in s 11(2)
s 11(8)	Power to name a road or change the name of a road by publishing notice in Government Gazette	CEO, MI, DIA	
s 11(9)(b)	Duty to advise Registrar	CEO, MGCS	
s 11(10)	Duty to inform Secretary to Department of Environment, Land, Water and Planning of declaration etc.	CEO, MI, DIA	Clause subject to s 11(10A)
s 11(10A)	Duty to inform Secretary to Department of Environment, Land, Water and Planning or nominated person	CEO, MI, DIA	where Council is the coordinating road authority
s 12(2)	Power to discontinue road or part of a road	CEO, DIA	where Council is the coordinating road authority
s 12(4)	Duty to publish, and provide copy, notice of proposed discontinuance	CEO, MI, DIA	Power of coordinating road authority where it is the discontinuing body Unless s 12 (11) applies
s 12(5)	Duty to consider written submissions received within 28 days of notice	CEO, MI	Duty of coordinating road authority where it is the discontinuing body Unless s 12(11) applies
s 12(6)	Function of hearing a person in support of their written submission	CEO, DIA	Function of coordinating road authority where it is the discontinuing body Unless s 12 (11) applies
s 12(7)	Duty to fix day, time and place of meeting under s 12(6) and to give notice	CEO, DIA	Duty of coordinating road authority where it is the discontinuing body Unless s 12 (11) applies
s 12(10)	Duty to notify of decision made	CEO, MI, DIA	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
s 13(1)	Power to fix a boundary of a road by publishing notice in Government Gazette	CEO, MI, DIA	Power of coordinating road authority and obtain consent under s 13(3) and s 13(4) as appropriate

s 14(4)	Function of receiving notice from the Head, Transport for Victoria	CEO, DIA	
s 14(7)	Power to appeal against decision of the Head, Transport for Victoria	CEO, MI, DIA	
s 15(1)	Power to enter into arrangement with another road authority, utility or a provider of public transport to transfer a road management function of the road authority to the other road authority, utility or provider of public transport	CEO, MI, DIA	
s 15(1A)	Power to enter into arrangement with a utility to transfer a road management function of the utility to the road authority	CEO, MI, DIA	
s 15(2)	Duty to include details of arrangement in public roads register	CEO, MI, DIA	
s 16(7)	Power to enter into an arrangement under s15	CEO, MI, DIA	
s 16(8)	Duty to enter details of determination in public roads register	CEO, MI, DIA	
s 17(2)	Duty to register public road in public roads register	CEO, MI, DIA	Where Council is the coordinating road authority
s 17(3)	Power to decide that a road is reasonably required for general public use	CEO, MI, DIA	Where Council is the coordinating road authority
s 17(3)	Duty to register a road reasonably required for general public use in public roads register	CEO, MI, DIA	Where Council is the coordinating road authority
s 17(4)	Power to decide that a road is no longer reasonably required for general public use	CEO, MI, DIA	Where Council is the coordinating road authority
s 17(4)	Duty to remove road no longer reasonably required for general public use from public roads register	CEO, MI, DIA	Where Council is the coordinating road authority
s 18(1)	Power to designate ancillary area	CEO, MI, DIA	Where Council is the coordinating road authority, and obtain consent in circumstances specified in s 18(2)
s 18(3)	Duty to record designation in public roads register	CEO, MI, DIA	Where Council is the coordinating road authority
s 19(1)	Duty to keep register of public roads in respect of which it is the coordinating road authority	CEO, MI, DIA	

s 19(4)	Duty to specify details of discontinuance in public roads register	CEO, MI, DIA	
s 19(5)	Duty to ensure public roads register is available for public inspection	CEO, MI, DIA	
s 21	Function of replying to request for information or advice	CEO, MI, DIA	Obtain consent in circumstances specified in s11(2)
s 22(2)	Function of commenting on proposed direction	CEO, MI, DIA	
s 22(4)	Duty to publish a copy or summary of any direction made under s 22 by the Minister in its annual report	CEO, MI, DIA	s 22(5) duty to give effect to a direction under this section. Where council is the road authority
s 40(1)	Duty to inspect, maintain and repair a public road.	CEO, MI, MO, DIA	
s 40(5)	Power to inspect, maintain and repair a road which is not a public road	CEO, MI, MO, DIA	
s 41(1)	Power to determine the standard of construction, inspection, maintenance and repair	CEO, MI, MO, DIA	
s 42(1)	Power to declare a public road as a controlled access road	CEO, MI, DIA	Power of coordinating road authority and sch 2 also applies
s 42(2)	Power to amend or revoke declaration by notice published in Government Gazette	CEO, MI, DIA	Power of coordinating road authority and sch 2 also applies
s 42A(3)	Duty to consult with Head, Transport for Victoria and Minister for Local Government before road is specified	CEO, MI, DIA	Where Council is the coordinating road authority If road is a municipal road or part thereof
s 42A(4)	Power to approve Minister's decision to specify a road as a specified freight road	CEO, MI, DIA	Where Council is the of coordinating road authority If road is a municipal road or part thereof and where road is to be specified a freight road
s 48EA	Duty to notify the owner or occupier of land and provider of public transport on which rail infrastructure or rolling stock is located (and any relevant provider of public transport)	CEO, MI, MO, DIA	Where Council is the responsible road authority, infrastructure manager or works manager
s 48M(3)	Function of consulting with the relevant authority for purposes of developing Guidelines under s.48M	CEO, MI, DIA	
s 49	Power to develop and publish a road management plan	CEO, MI, DIA	
s 51	Power to determine standards by incorporating the standards in a road management plan	CEO, MI, DIA	

s 53(2)	Power to cause notice to be published in Government Gazette of amendment etc of document in road management plan	CEO, MI, DIA	
s 54(2)	Duty to give notice of proposal to make a road management plan	CEO, MI, DIA	
s 54(5)	Duty to conduct a review of road management plan at prescribed intervals	CEO, MI, DIA	
s 54(6)	Power to amend road management plan	CEO, MI, DIA	
s 54(7)	Duty to incorporate the amendments into the road management plan	CEO, MI, DIA	
s 55(1)	Duty to cause notice of road management plan to be published in Government Gazette and newspaper	CEO, MI, DIA	
s 63(1)	Power to consent to conduct of works on road	CEO, DIA, MI, MO, CES, GE	Where Council is the coordinating road authority
s 63(2)(e)	Power to conduct or to authorise the conduct of works in, on, under or over a road in an emergency	CEO, MO, DIA	Where Council is the infrastructure manager
s 64(1)	Duty to comply with cl 13 of sch7	CEO, MO, DIA	Where Council is the infrastructure manager or works manager
s 66(1)	Power to consent to structure etc	CEO, DIA, MI, MO, CES, GE	Where Council is the coordinating road authority
s 67(2)	Function of receiving the name and address of the person responsible for distributing the sign or bill	CEO, MI, DIA	Where Council is the coordinating road authority
s 67(3)	Power to request information	CEO, DIA, MI, MO, CES, GE	Where Council is the coordinating road authority
s 68(2)	Power to request information	CEO, DIA, MI, MO, CES, GE	Where Council is the coordinating road authority
s 71(3)	Power to appoint an authorised officer	CEO TO RETAIN	
s 72	Duty to issue an identity card to each authorised officer	CEO, DIA	
s 85	Function of receiving report from authorised officer	CEO, MI, MO, DIA	

s 86	Duty to keep register re s85 matters	CEO, MI, MO, DIA	
s 87(1)	Function of receiving complaints	CEO, MI, MO, DIA	
s 87(2)	Power to investigate complaint and provide report	CEO, MI, MO, DIA	
s 96	Power to authorise a person for the purpose of instituting legal proceedings	CEO, MI, MO, DIA	
s 112(2)	Power to recover damages in court	CEO, MI, MO, DIA	
s 116	Power to cause or carry out inspection	CEO, MI, MO, DIA	
s 119(2)	Function of consulting with the Head, Transport for Victoria	CEO, MI, MO, DIA	
s 120(1)	Power to exercise road management functions on an arterial road (with the consent of Head, Transport for Victoria)	CEO, MO, DIA	
s 120(2)	Duty to seek consent of Head, Transport for Victoria to exercise road management functions before exercising power in s120(1)	CEO, MO, DIA	
s 121(1)	Power to enter into an agreement in respect of works	CEO, MO, DIA	
s 122(1)	Power to charge and recover fees	CEO, MO, DIA	
s 123(1)	Power to charge for any service	CEO, MO, DIA	
sch 2 cl 2(1)	Duty to make a decision in respect of controlled access roads	CEO, MI, DIA	
sch 2 cl 3(1)	Power to make policy about controlled access roads	CEO, MI, DIA	
sch 2 cl 3(2)	Power to amend, revoke or substitute policy about controlled access roads	CEO, MI, DIA	
sch 2 cl 4	Function of receiving details of proposal from Head, Transport for Victoria	CEO, MI, DIA	
sch 2 cl 5	Duty to publish notice of declaration	CEO, MI, DIA	
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	CEO, MI, MO, DIA	Where Council is the infrastructure manager or works manager

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	CEO, MI, MO, DIA	Where Council is the infrastructure manager or works manager
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 technical advice or assistance in conduct of works	CEO, MI, MO, DIA	Where Council is the infrastructure manager or works manager responsible for non-road infrastructure
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	CEO, MI, MO, DIA	Where Council is the infrastructure manager or works manager
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	CEO, MI, MO, DIA	Where Council is the infrastructure manager or works manager
sch 7 cl 12(2)	Power to direct infrastructure manager or works manager to conduct reinstatement works	CEO, DIA	Where Council is the coordinating road authority
sch 7 cl 12(3)	Power to take measures to ensure reinstatement works are completed	CEO, DIA, MI, MO, CES, GE	Where Council is the coordinating road authority
sch 7 cl 12(4)	Duty to ensure that works are conducted by an appropriately qualified person	CEO, DIA, MI, MO, CES, GE	Where Council is the coordinating road authority
sch 7 cl 12(5)	Power to recover costs	CEO, MO, DIA	Where Council is the coordinating road authority
sch 7 cl 13(1)	Duty to notify relevant coordinating road authority within 7 days that works have been completed, subject to sch 7, cl 13(2)	CEO, MO, DIA	Where Council is the works manager
sch 7 cl 13(2)	Power to vary notice period	CEO, MO, DIA	Where Council is the coordinating road authority
Sch 7 cl 13(3)	Duty to ensure works manager has complied with obligation to give notice under sch 7, cl 13(1)	CEO, MO, DIA	Where Council is the infrastructure manager
sch 7 cl 16(1)	Power to consent to proposed works	CEO, DIA, MI, MO, CES, GE	Where Council is the coordinating road authority

sch 7 cl 16(4)	Duty to consult	CEO, DIA, MI, MO, CES, GE	Where Council is the coordinating road authority, responsible authority or infrastructure manager
sch 7 cl 16(5)	Power to consent to proposed works	CEO, DIA, MI, MO, CES, GE	Where Council is the coordinating road authority
sch 7 cl 16(6)	Power to set reasonable conditions on consent	CEO, DIA, MI, MO, CES, GE	Where Council is the coordinating road authority
sch7 cl 16(8)	Power to include consents and conditions	CEO, DIA, MI, MO, CES, GE	Where Council is the coordinating road authority
sch 7 cl 17(2)	Power to refuse to give consent and duty to give reasons for refusal	CEO, MI, MO, DIA	Where Council is the coordinating road authority
sch7 cl 18(1)	Power to enter into an agreement	CEO, MI, MO, DIA	Where Council is the coordinating road authority
sch 7 cl 19(1)	Power to give notice requiring rectification of works	CEO, MI, MO, DIA	Where Council is the coordinating road authority
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	CEO, DIA, MI, , MO, CES, GE	Where Council is the coordinating road authority
sch 7 cl 20(1)	Power to require removal, relocation, replacement or upgrade of existing non-road infrastructure	CEO, MI, MO, DIA	Where Council is the coordinating road authority
sch 7A cl 2	Power to cause street lights to be installed on roads	CEO, MI, MO, DIA	Power of responsible road authority where it is the coordinating road authority or responsible road authority in respect of the road
sch 7A cl 3(1)(d)	Duty to pay installation and operation costs of street lighting – where road is not an arterial road	CEO, MO, DIA	Where Council is the responsible road authority for the road
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	CEO, MO, DIA	Where Council is the coordinating road authority
sch 7A cl 3(1)(f)	Duty to pay installation and percentage of operation costs of street lighting for arterial roads in accordance with cl 3(2) and 4	CEO, MO, DIA	Duty of Council as responsible road authority that installed the light (re: installation costs) and where Council is relevant municipal council (re: operating costs)

**CEMETERIES AND CREMATORIA REGULATIONS 2015**

[##These provisions apply to a Council appointed as a cemetery trust under s 5 of the *Cemeteries and Crematoria Act* 2003, and also apply to Council appointed to manage a public cemetery under s 8(1)(a)(ii) as though it were a cemetery trust (see s 53)

Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
r 24	Duty to ensure that cemetery complies with depth of burial requirements	CEO, MCSA, DIA	
r 25	Duty to ensure that the cemetery complies with the requirements for interment in concrete-lined graves	CEO, MCSA, DIA	
r 27	Power to inspect any coffin, container or other receptacle if satisfied of the matters in paragraphs (a) and (b)	CEO, MCSA, DIA	
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	CEO, MCSA, DIA	
r 28(2)	Duty to ensure any fittings removed of are disposed in an appropriate manner	CEO, MCSA, DIA	
r 29	Power to dispose of any metal substance or non-human substance recovered from a cremator	CEO, MCSA, DIA	
r 30(2)	Power to release cremated human remains to certain persons	CEO, MCSA, DIA	Subject to any order of a court
r 31(1)	Duty to make cremated human remains available for collection within 2 working days after the cremation	CEO, MCSA, DIA	
r 31(2)	Duty to hold cremated human remains for at least 12 months from the date of cremation	CEO, MCSA, DIA	
r 31(3)	Power to dispose of cremated human remains if no person gives a direction within 12 months of the date of cremation	CEO, MCSA, DIA	

r 31(4)	Duty to take reasonable steps notify relevant people of intention to dispose of remains at expiry of 12 month period	CEO, MCSA, DIA	
r 32	Duty to ensure a mausoleum is constructed in accordance with paragraphs (a)-(d)	CEO, MCSA, DIA	
r 33(1)	Duty to ensure that remains are interred in a coffin, container or receptacle in accordance with paragraphs (a)-(c)	CEO, MCSA, DIA	
r 33(2)	Duty to ensure that remains are interred in accordance with paragraphs (a)-(b)	CEO, MCSA, DIA	
r 34	Duty to ensure that a crypt space in a mausolea is sealed in accordance with paragraphs (a)-(b)	CEO, MCSA, DIA	
r 36	Duty to provide statement that alternative vendors or supplier of monuments exist	CEO, MCSA, DIA	
r 40	Power to approve a person to play sport within a public cemetery	CEO, MCSA, DIA	
r 41(1)	Power to approve fishing and bathing within a public cemetery	CEO, MCSA, DIA	
r 42(1)	Power to approve hunting within a public cemetery	CEO, MCSA, DIA	
r 43	Power to approve camping within a public cemetery	CEO, MCSA, DIA	
r 45(1)	Power to approve the removal of plants within a public cemetery	CEO, MCSA, DIA	
r 46	Power to approve certain activities under the Regulations if satisfied of regulation (1)(a)-(c)	CEO, MCSA, DIA	
r 47(3)	Power to approve the use of fire in a public cemetery	CEO, MCSA, DIA	
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	CEO, MCSA, DIA	
<b>Note: sch2 contains Model Rules - only applicable if the cemetery trust has not made its own cemetery trust rules</b>			

sch 2, cl 4	Power to approve the carrying out of an activity referred to in rules 8, 16, 17 and 18 of sch 2	CEO, DIA, MCSA	See note above regarding model rules
sch 2, cl 5(1)	Duty to display the hours during which pedestrian access is available to the cemetery	CEO, DIA, MCSA	See note above regarding model rules
sch 2, cl 5(2)	Duty to notify the Secretary of, (a) the hours during which pedestrian access is available to the cemetery; and (b) any changes to those hours	CEO, DIA, MCSA	See note above regarding model rules
sch 2, cl 6(1)	Power to give directions regarding the manner in which a funeral is to be conducted	CEO, DIA, MCSA	See note above regarding model rules
sch 2, cl 7(1)	Power to give directions regarding the dressing of places of interment and memorials	CEO, DIA, MCSA	See note above regarding model rules
sch 2, cl 11(1)	Power to remove objects from a memorial or place of interment	CEO, DIA, MCSA	See note above regarding model rules
sch 2, cl 11(2)	Duty to ensure objects removed under sub rule (1) are disposed of in an appropriate manner	CEO, DIA, MCSA	See note above regarding model rules
sch 2, cl 12	Power to inspect any work being carried out on memorials, places of interment and buildings for ceremonies	CEO, DIA, MCSA	See note above regarding model rules
sch 2, cl 14	Power to approve an animal to enter into or remain in a cemetery	CEO, DIA, MCSA	See note above regarding model rules
sch 2, cl 16(1)	Power to approve construction and building within a cemetery	CEO, DIA, MCSA	See note above regarding model rules
sch 2, cl 17(1)	Power to approve action to disturb or demolish property of the cemetery trust	CEO, DIA, MCSA	See note above regarding model rules
sch 2, cl 18(1)	Power to approve digging or planting within a cemetery	CEO, DIA, MCSA	See note above regarding model rules

PLANNING AND ENVIRONMENT REGULATIONS 2015			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS AND LIMITATIONS
r 6	Function of receiving notice, under s 19(1)(c) of the Act, from a planning authority of its preparation of an amendment to a planning scheme	CEO, MCSA, CSD, SPO, P	Where Council is not the planning authority and the amendment affects land within its municipal district; or  Where the amendment will amend the planning scheme to designate Council as an acquiring authority.
r 21	Power of responsible authority to require a permit applicant to verify information (by statutory declaration or other written confirmation satisfactory to the responsible authority) in an application for a permit or to amend a permit or any information provided under s 54 of the Act	CEO, MCSA, CSD, SPO, P	
r 25(a)	Duty to make copy of matter considered under s 60(1A)(g) available for inspection free of charge	CEO, MCSA, CSD, SPO, P	Where Council is the responsible authority
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	CEO, MCSA, CSD, SPO, P	Where Council is not the responsible authority but the relevant land is within Council's municipal district
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 of a permit application	CEO, MCSA, CSD, SPO, P	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

PLANNING AND ENVIRONMENT (FEES)-REGULATIONS 2016			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS AND LIMITATIONS
r 19	Power to waive or rebate a fee relating to an amendment of a planning scheme	CEO, MCSA, CSD, SPO, P	
r 20	Power to waive or rebate a fee other than a fee relating to an amendment to a planning scheme	CEO, MCSA, CSD, SPO, P	
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	CEO, MCSA, CSD, SPO, P	

<b>RESIDENTIAL TENANCIES (CARAVAN PARKS AND MOVABLE DWELLINGS REGISTRATION AND STANDARDS) REGULATIONS 2020</b>			
<b>Column 1</b>	<b>Column 2</b>	<b>Column 3</b>	<b>Column 4</b>
<b>PROVISION</b>	<b>THING DELEGATED</b>	<b>DELEGATE</b>	<b>CONDITIONS &amp; LIMITATIONS</b>
r 7	Function of entering into a written agreement with a caravan park owner	CEO, MCSA, CSD, EHO	
r 11	Function of receiving applications for registration	CEO, MCSA, CSD, EHO	
r 13(1)	Duty to grant the registration if satisfied that the caravan park complies with these regulations	CEO, MCSA, CSD, EHO	
r 13(2)	Duty to renew the registration if satisfied that the caravan park complies with these regulations	CEO, MCSA, CSD, EHO	
r 13(2)	Power to refuse to renew the registration if not satisfied that the caravan park complies with these regulations	CEO, MCSA, CSD, EHO	
r 13(4) & (5)	Duty to issue certificate of registration	CEO, MCSA, CSD, EHO	
r 15(1)	Function of receiving notice of transfer of ownership	CEO, MCSA, CSD, EHO	
r 15(3)	Power to determine whether notice of transfer is displayed	CEO, MCSA, CSD, EHO	
r 16(1)	Duty to transfer registration to new caravan park owner	CEO, MCSA, CSD, EHO	
r 16(2)	Duty to issue certificate of transfer of registration	CEO, MCSA, CSD, EHO	
r 17(1)	Power to determine the fee to accompany applications for registration or applications for renewal of registration	CEO, MCSA, CSD, EHO	
r 18	Duty to keep register of caravan parks	CEO, MCSA, CSD, EHO	

r 19(4)	Power to determine where the emergency contact person's details are displayed	CEO, MCSA, CSD, EHO	
r 19(6)	Power to determine where certain information is displayed	CEO, MCSA, CSD, EHO	
r 22A(1)	Duty to notify a caravan park owner of the relevant emergency services agencies for the caravan park, on the request of the caravan park owner	CEO, MCSA, CSD, EHO	
r 22A(2)	Duty to consult with relevant emergency services agencies	CEO, MCSA, CSD, EHO	
r 23(2)	Power to determine places in which caravan park owner must display a copy of emergency procedures	CEO, MCSA, CSD, EHO	
r 24(1)	Power to determine places in which caravan park owner must display copy of public emergency warnings	CEO, MCSA, CSD, EHO	
r 25(3)	Duty to consult with relevant floodplain management authority	CEO, MCSA, CSD, EHO	
r 26	Duty to have regard to any report of the relevant fire authority	CEO, MCSA, CSD, EHO	
r 28(C)	Power to approve system for the collection, removal and disposal of sewage and waste water from a movable dwelling	CEO, MCSA, CSD, EHO	
r 39	Function of receiving notice of proposed installation of unregistrable movable dwelling or rigid annexe	CEO, MCSA, CSD, EHO	
r 39(b)	Power to require notice of proposal to install unregistrable movable dwelling or rigid annexe	CEO, MCSA, CSD, EHO	
r 40(4)	Function of receiving installation certificate	CEO, MCSA, CSD, EHO	
r 42	Power to approve use of a non-habitable structure as a dwelling or part of a dwelling	CEO, MCSA, CSD, EHO, BI	
sch 3, cl 4(3)	Power to approve the removal of wheels and axles from unregistrable movable dwelling	CEO, MCSA, CSD, EHO, BI	

ROAD MANAGEMENT (GENERAL) REGULATIONS 2016			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
r 8(1)	Duty to conduct reviews of road management plan	CEO, MI, DIA, MO	
r 9(2)	Duty to produce written report of review of road management plan and make report available	CEO, MI, DIA, MO	
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)	CEO, MI, DIA, MO	Where Council is the coordinating road authority
r 10	Duty to give notice of amendment which relates to standard of construction, inspection, maintenance or repair under s 41 of the Act	CEO, MI, DIA, MO, MCSA	
r 13(1)	Duty to publish notice of amendments to road management plan	CEO, MI, DIA, MO, MCSA	Where Council is the coordinating road authority
r 13(3)	Duty to record on road management plan the substance and date of effect of amendment	CEO, MI, DIA, MO	
r 16(3)	Power to issue permit	CEO, MI, DIA, MO, MCSA	Where Council is the coordinating road authority
r 18(1)	Power to give written consent re damage to road	CEO, MI, DIA, MO	Where Council is the coordinating road authority
r 23(2)	Power to make submission to Tribunal	CEO, MI, DIA, MO, MCSA	Where Council is the coordinating road authority
r 23(4)	Power to charge a fee for application under s 66(1) Road Management Act	CEO, MI, DIA, MO, MCSA	Where Council is the coordinating road authority
r 25(1)	Power to remove objects, refuse, rubbish or other material deposited or left on road	CEO, MI, DIA, MO, MCSA	Where Council is the coordinating road authority

r 25(2)	Power to sell or dispose of things removed from road or part of road (after first complying with r.25(3))	CEO, MI, DIA, MO, MCSA	Where Council is the coordinating road authority
r 25(5)	Power to recover in the Magistrates' Court expenses from person responsible	CEO, MI, DIA, MO, MCSA	

ROAD MANAGEMENT (WORKS AND INFRASTRUCTURE) REGULATIONS 2015			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
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	CEO, DIA, MI, CES, IE, GE, MO	Where Council is the coordinating road authority and where consent given under s 63(1) of the Act
r 22(2)	Power to waive whole or part of fee in certain circumstances	CEO, DIA, MI, CES, IE, GE, MO, MCSA	Where council is the coordinating road authority

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

**Northern Grampians Shire Council**

**Instrument of Delegation**

**to**

**The Chief Executive Officer**

## Instrument of Delegation

In exercise of the power conferred by section 11(1) of the *Local Government Act 2020 (the Act)* and all other powers enabling it, the Northern Grampians Shire Council (**Council**) delegates to the member of Council staff holding, acting in or performing the position of Chief Executive Officer, the powers, duties and functions set out in the Schedule to this Instrument of Delegation,

AND declares that

1. this Instrument of Delegation is authorised by a Resolution of Council passed on 5 September 2022;
2. the delegation
  - 2.1 comes into force immediately the Instrument of Delegation is signed;
  - 2.2 is subject to any conditions and limitations set out in the Schedule;
  - 2.3 must be exercised in accordance with any guidelines or policies which Council from time to time adopts; and
  - 2.4 remains in force until Council resolves to vary or revoke it.

**Signed** by the Chief Executive Officer of Council )  
in the presence of: )

Witness \_\_\_\_\_

Date:.....

**Signed** by the Mayor in the presence of: )  
)

.....  
Witness

Date:.....

## SCHEDULE

The power to

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

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

### Conditions and Limitations

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

1. if the issue, action, act or thing is an issue, action, act or thing which involves:
  - 1.1 entering into a contract exceeding the value of \$150,000 for goods or services, and \$200,000 for works; is outside the allocated budget; changes the intended outcome(s) of the contracted works or services; is not approved by both the relevant Director and the Chief Executive Officer;
  - 1.2 making any expenditure that exceeds \$150,000 (excl GST) (unless it is expenditure made under a contract already entered into or is expenditure which Council is, by or under legislation, required to make in which case it must not exceed \$200,000);
  - 1.3 appointing an Acting Chief Executive Officer for a period exceeding 28 days;
  - 1.4 electing a Mayor or Deputy Mayor;
  - 1.5 granting of a reasonable request for leave under section 35 of the Act;
  - 1.6 making any decision in relation to the employment, dismissal or removal of the Chief Executive Officer;
  - 1.7 approving or amending the Council Plan;
  - 1.8 adopting or amending any policy that Council is required to adopt under the Act;
  - 1.9 adopting or amending the Governance Rules;
  - 1.10 appointing the chair or the members to a delegated committee;
  - 1.11 making, amending or revoking a local law;
  - 1.12 approving the budget or revised budget;
  - 1.13 approving the borrowing of money;
  - 1.14 subject to section 181H(1)(b) of the *Local Government Act 1989*, declaring general rates, municipal charges, service rates and charges and specified rates and charges;
2. if the issue, action, act or thing is an issue, act or thing which is required by law to be done by Council resolution;

3. if the issue, action, act or thing is an issue, action or thing which Council has previously designated as an issue, action, act or thing which must be the subject of a Resolution of Council;
4. if the determining of the issue, taking of the action or doing of the act or thing would or would be likely to involve a decision which is inconsistent with a
  - 4.1 policy; or
  - 4.2 strategyadopted by Council;
5. if the determining of the issue, the taking of the action or the doing of the act or thing cannot be the subject of a lawful delegation, whether on account of section 11(2)(a)-(n) (inclusive) of the Act or otherwise; or
6. the determining of the issue, the taking of the action or the doing of the act or thing is already the subject of an exclusive delegation to another member of Council staff.

The Chief Executive Officer is empowered to delegate his or her powers, duties or functions to other Council officers and in the event the Chief Executive Officer is unable to perform the duties or functions that the delegation is cascading to other members of the Council's Executive Management Team.

### 9.4.3. Community Care Review

**Author/Position:** Nola Tudball, Manager, Community Services

**Purpose**

To seek a decision in relation to continued delivery by Council of home-based, Community Care direct care services.

**Summary**

The changes to the service system, subsequent to the Royal Commission into the Quality and Safety of Aged Care in Australia, means that it is timely for Council to review its current role with respect to its investment in older residents and assess whether this is compatible with Council's primary objectives and vision for the future which has been developed in partnership with the community. In April 2022, Council requested a review of Community Care services, to explore future options for the delivery of direct care services.

**Recommendation**

**That Council makes a determination on the delivery of Community Care direct care services.**

**RESOLUTION**

**That Council continues to provide direct care services which includes**

- the sub-contracting of Meals on Wheels
- Council's investment equivalent to the current \$31,000 per annum

**Moved:** Cr Trevor Gready

**Seconded:** Cr Eddy Ostarcevic

**Carried**

**Background/Rationale**

Significant reforms have been introduced in the aged care sector since the development of a *Commonwealth Aged Care Act* in 1997, with most of these being designed and implemented from 2011-2017, following the 2011 Productivity Commission Report into the care of older Australians<sup>1</sup>, with further reforms proposed following the *Royal Commission into the Quality and Safety of Aged Care in Australia* (the Commission) in 2018 which reported in 2021.

These reforms span all levels of care and support for older people – community and home-based care and residential care. The focus has been on developing a market-based model of service delivery, removing the block-funding system that underpinned the services provided by local government in Victoria. The new model that has been introduced is user-paid and controlled, with a strong focus on individual care services and a reduction in funding for social support services. Older residents are now required to purchase the services that they are assessed to need from the providers of their choice, accessing these via the on-line portal, *My Aged Care*. At the same time, the Commonwealth Government increased the pool of approved providers, including an expanded range of for-profit providers, thereby increasing competition into the “market place”.

The intention of these reforms was underpinned by a belief that competition in the service system would lead to a reduction in costs through increased choice of service providers for older people, enabling them to “shop” for their services. The reforms were also intended to simplify the system for older people through streamlining processes.

These intentions have not been achieved with the cost of, and demand for, services continuing to increase. Following significant community concern about the quality and safety of care for older Australians, particularly those living in residential care, the former Commonwealth Government established the Royal Commission. It concluded that the current system is not fit for purpose.

Like the majority of Local Government Areas (LGA) in Victoria, Northern Grampians Shire Council (NGSC) has invested in the delivery of community aged care services in local communities for over seventy years. The community trusts Council to provide high quality direct care services and to support older residents to navigate the service system through providing independent and professional advice. The changes to the service system mean that it is timely for Council to review its current role with respect to its investment in older residents and assess whether this is compatible with Council's primary objectives and vision for the future, developed in partnership with the community. In April 2022, Council requested a review of Community Care, to:

- explore options for alternative models
- recommend how Council can best invest in older residents into the future.

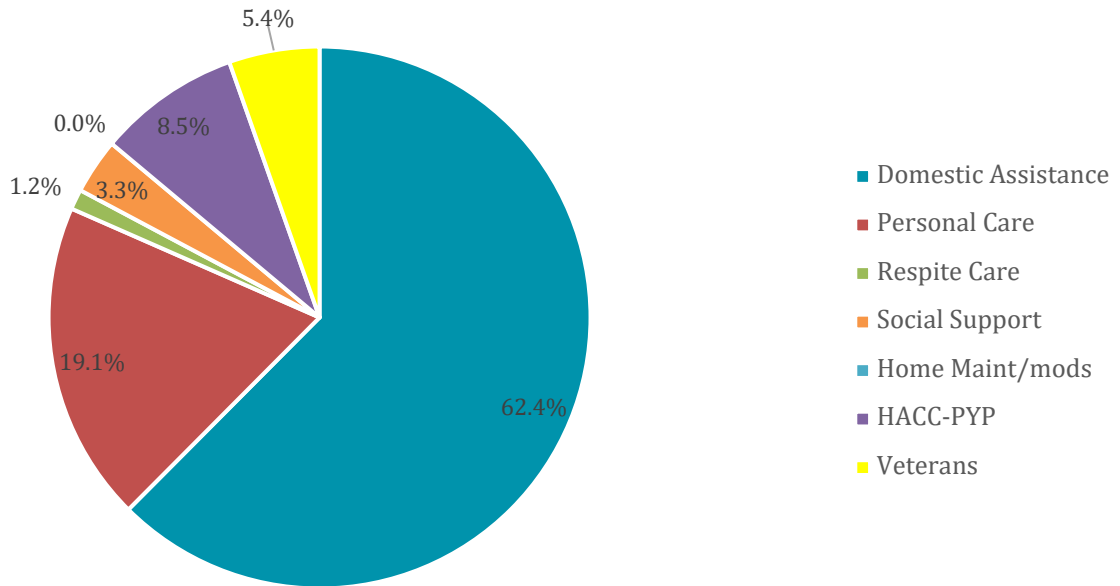
**Services provided: 2020-21**

Council provides a range of service to support residents aged 65+ years and people under 65 years who are not eligible for the National Disability Insurance Service (NDIS), to remain living independently at home. These include domestic care, personal care and home maintenance and meals-on wheels. These services are funded through the Commonwealth Home Support Program (CHSP), Veterans Affairs and the HACC-PYP program.

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<sup>1</sup> Productivity Commission Report, 2011: Caring for Older Australians

Proportion of services provided, 2020/21



In 2020/21, Council staff provided services to 423 residents (13% of 65+ population):

- In-home care: 14,000 hours
- 260 face-to-face assessments and 150 phone assessments
- 10,500 meals with 12.5 hours delivery per meal
- Majority clients aged 70+ (81%).

Council employs 25 staff are employed (13.1 FTE) to deliver and administer these services. Sixty percent (60%) have been employed for four years or less; 28% between 5 and 14 years and 12% 15-45 years.

### Key factors to guide decision-making

Several factors impact on decision-making for planning for the future service delivery for older residents.

1. Demand for services influenced by socio-demographics
  - continued growth in 65+ population expected: this population cohort grew by 13%, from 2016-2021 to 27% of total population (3,209 people); predicted to rise to 9,649, and 75+ population to grow to 4,864 by 2031
  - high levels of disadvantage: NGSC ranked fourth highest most disadvantaged municipality in Victoria (2016).
  - high proportion of older people with one or more long-term health conditions: 62% of people aged 75+ years
  - high proportion of people requiring assistance with daily living: 20% of people aged 75+ years.
2. Uncertain policy environment and continuing reform
  - reforms across the sector have been occurring for more than 10 years
  - focus on competition to reduce costs and increase access to services has proven to have failed
  - *Royal Commission into Aged Care Quality and Safety*, 2018-2021, concluded the system is “not fit for purpose” and there is “system failure”
  - recommendations of the Commission are currently being assessed by the Commonwealth Government
3. Legislative responsibilities
  - LGAs are not required under legislation to provide direct services to older people
  - Council is required to act according to the principles of the *Local Government Act 2020*
  - *Public Health and Wellbeing Act, 2008* states that Council is required to act to “protect, improve and promote public health and wellbeing of the municipality”

4. Council's role and associated investment in services for older people
  - current investment, other than direct care, is minimal: provided to 13% of those aged 65+
  - develop more inclusive communities to support all older people to remain engaged and active:
    - community development and engagement with older people
    - social activities, support, volunteering and advocacy
    - facility development that addresses mobility issues
5. Community expectations
  - no discussions have occurred with the community to date
6. Alternative provider
  - Council has no power and very little influence to choose an alternative provider who will not necessarily be local
7. Decisions of other councils
  - driven by decision to change the model of care by 1 July 2023 – this has now been delayed by one year
8. Cost
  - Council's current investment in people aged 65+ years is \$31,000 per annum.

## **Legislation, Council Plan, Strategy and Policy Implications**

### *Legislation*

- Not requirement under legislation to provide direct services to older people
- Council is required to act according to the principles of the *Local Government Act 2020*
- *Public Health and Wellbeing Act, 2008* states that Council is required to act to “protect, improve and promote public health and wellbeing of the municipality”,

### Council Plan 2021-25 – Enhance Lifestyles and Community

#### *Significant Commonwealth planning and reform*

- 1997: *Commonwealth Aged Care Act*
- 2011: Productivity Commission Report into the care of older Australians
- 2016 and 2017: Victoria transitions to CHSP), an integrated home-based services developed in 2015, that consolidated several funding sources; unit-cost based funding introduced
- 2018-21: Royal Commission into Aged Care Quality and Safety
- March 2022: Former Commonwealth Government proposes to introduce significant model changes from 1 July 2023
- June 2022: New Community Government delays introduction of model changes to 1 July 2024 and commences review of all Commission recommendations

## **Options**

### **Option One**

That Council exits services from 30 June 2023 which includes

- the one-off cost to Council for \$890,000, including:
  - \$860,000 staff redundancies and transfer costs
  - \$31,000 Council contribution for 2022/23
- offset by ongoing saving of \$31,000 per annum post Year One

### **Option Two**

That Council continues to provide direct care services which includes

- the sub-contracting of Meals on Wheels
- Council's investment equivalent to the current \$31,000 per annum

### **Implications**

The subject matter has not raised any sustainability issues (economic, social, environmental or climate change) or heritage/cultural, amenity, human rights/gender equality, privacy, risk management, budgetary and asset management implications.

### **Procurement**

This report does not recommend a procurement agreement.

### **Community Engagement**

Once Council has determined its future role in direct care service delivery, deliberative engagement with the community will occur.

### **Innovation and Continuous Improvement**

The review has focused on continuous improvement and innovative approaches to addressing significant policy and program changes for Council. This reflected in the options for Council's consideration.

### **Collaboration**

Consultation occurred with five neighbouring and similar councils - Central Goldfields Shire Council, Golden Plains Shire Council, Buloke Shire Council, Ararat Rural City Council and Horsham Rural City Council. Consultation also occurred with the Municipal Association of Victoria (MAV) which has been monitoring and analysing the changes in the service system and implications for Victorian councils for many years.

### **Officer's Declaration of Interest**

All officers providing advice to Council must disclose any interests, including the type of interest.

Nola Tudball, Manager, Community Services,

In providing this advice as the author, I have no disclosable interests in this report.

### **Attachments**

1. 2202-08-24 CCR Executive Summary [9.4.3.1 - 7 pages]



# Review of Community Care

## Executive Summary

August 2022

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# Executive Summary

## Background

### Policy and reform context

Significant reforms have been introduced in the aged care sector since the development of a Commonwealth Aged Care Act in 1997, with most of these being designed and implemented from 2011-2017, following the 2011 Productivity Commission Report into the care of older Australians<sup>1</sup>. Further reforms have been proposed following the recommendations of the *Royal Commission into the Quality and Safety of Aged Care in Australia* (the Commission), 2018 which reported in 2021.

These reforms span all levels of care and support for older people – community and home-based care and residential care. The focus has been on developing a market-based model of service delivery, removing the block-funding system that underpinned the services provided by local government in Victoria. The new model that has been introduced is user-paid and controlled, with a strong focus on individual care services and a reduction in funding for social support services. Older residents are now required to purchase the services that they are assessed to need from the providers of their choice, accessing these via the on-line portal, *My Aged Care*. At the same time, the Commonwealth Government increased the pool of approved providers, including an expanded range of for-profit providers, thereby increasing competition into the “market place”.

The intention of these reforms was underpinned by a belief that competition in the service system would lead to a reduction in costs through increased choice of service providers for older people, enabling them to “shop” for their services. The reforms were also intended to simplify the system for older people through streamlining processes.

These intentions have not been achieved with the cost of, and demand for, services continuing to increase. Following significant community concern about the quality and safety of care for older Australians, particularly those living in residential care, the former Commonwealth Government established the Royal Commission. It concluded that the current system is not fit for purpose<sup>2</sup>.

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<sup>1</sup> Productivity Commission Report, 2011: Caring for Older Australians

<sup>2</sup> <https://agedcare.royalcommission.gov.au/about/terms-reference>

## Responding to these changes

Like the majority of LGAs in Victoria, Northern Grampians Shire Council (NGSC) has invested in the delivery of community aged care services in local communities for over seventy years. Council brings a unique perspective to the provision of these services and programs. It views older people as members and residents of their local communities, not consumers or clients of a service. NGSC is a trusted, local provider. This trust relates to the provision of direct care services as well as support to navigate the service system through providing independent and professional advice for older people and their families and carers.

The changes to the service system mean that it is timely for Council to review its current role with respect to its investment in older residents and assess whether this is compatible with Council's primary objectives and vision for the future, developed in partnership with the community. In April 2022, Council requested a review of Community Care services.

## Purpose of the review

- Review the delivery of Community Care Services, exploring options for alternative models
- Recommend options to Council for its investment in older residents into the future
- Develop a strategic plan to guide the planning, development and management of services and support for older people

## Deliverables

- Part One: identification and analysis of options for consideration by Council for the future delivery of direct Community Care services
- Part Two: a strategic plan to guide future delivery of Council's investment, to enhance the health and wellbeing of older residents.

## Our community and current services

### Our community

- Population aged 65+ years, grew by 13%, from 2016-2021 to 27% of total population (3,209 people); predicted to rise to 9,649, and 75+ population to grow to 4,864 by 2031
- High levels of disadvantage: NGSC ranked fourth highest most disadvantaged municipality in Victoria (2016)
- Median weekly household income was \$1,124 in 2021
- 62% of people aged 75+ years had one or more long-term health conditions
- 20% of people aged 75+ years required assistance with core activities on a daily basis – 287 people

### Our services

- 423 residents received direct care services provided by Council as at 30 June 2021: 13% of 65+ population
- Majority of Council's clients are aged 70+: 81% of all clients
- A total of 14,214.07 hours of service were delivered in 2021/22. By service type, these were:
  - Domestic assistance: 62%; Personal Care: 19%; HACC-PYP: 8.5%; Respite, social support, home maintenance and modifications and veterans: 10%
- Approximately 10,500 meals are provided each year, delivered to people's homes and the Senior Citizens' Centres with volunteers and staff spending approximately 12.5 hours per day delivering these
- Council employs 25 staff (13.1 FTE) in Community Care. This includes Direct Care Workers, Assessment staff, administration and supervisory staff. Of these, 20% respectively are aged 20-29 years and 40-49 years while 32% are aged 50-59 years, 16% are aged 30-39 years and 12% are aged 60+ years.

- Sixty (60%) of staff have been employed for four years or less. Twenty-eight percent (28%) have between 5 and 14 years of service and 12% have been employed for 15-45 years.

## Key factors to guide decision-making

Several factors impact on decision-making for planning for the future service delivery for older residents.

### 1. Demand for services influenced by socio-demographics

- Expected growth in 65+ population
- High levels of disadvantage
- High proportion of older people with one or more long-term health conditions
- High proportion of people requiring assistance with daily living

### 2. Uncertain policy environment and continuing reform

- Reforms across the sector have been occurring for more than 10 years
- Focus on competition to reduce costs and increase access to services has proven to have failed
- *Royal Commission into Aged Care Quality and Safety*, 2018-2021, concluded the system is “not fit for purpose” & there is “system failure”
- Recommendations of the Commission are currently being assessed by the Commonwealth Government

### 3. Legislative responsibilities

- LGAs are not required under legislation to provide direct services to older people
- Council is required to act according to the principles of the *Local Government Act 2020*
- *Public Health and Wellbeing Act, 2008* states that Council is required to act to “protect, improve and promote public health and wellbeing of the municipality”

### 4. Council's investment in services other than direct care is minimal.

- Current investment, other than direct care, is minimal: provided to 13% of those aged 65+
- Develop more inclusive communities to support all older people to remain engaged and active:
  - community development and engagement with older people
  - social activities, support, volunteering and advocacy
  - facility development that addresses mobility issues

### 5. Community expectations

- No discussions have occurred with the community to date

### 6. Alternative provider

- Council has no power and very little influence to choose an alternative provider who will not necessarily be local

### 7. Decisions of other councils

- Driven by decision to change the model of care by 1 July 2023 – this has now been delayed by one year

### 8. Cost

- Council's current investment in people aged 65+ years is \$31,000 per annum. This equates to an annual targeted investment of \$9.65 per person aged 65+ years.

## Options for Council's consideration

There are essentially two options – exit direct care services or remain delivering these. However, given the complexity of the service system, the identified needs of our community and the limited role which Council currently undertakes in relation to older residents, an additional component has been developed. This focuses on Council expanding its role to build the community's social capital and wellbeing through inclusive programs that increase older people's participation, social connectedness and individuals' skills and capacities. This component would require additional investment by Council for a project officer position. Council could undertake such a role whether it exits direct service delivery or not. Consequently, the options developed include two parts.

### Option 1A: Exit direct service delivery

#### Description

- Exit direct services as of 30 June 2023
- No further changes

#### Council investment

The total cost to Council would occur in Year One. It includes the cost of operating the services for the 2022/23 financial year and the costs of redundancies of Community Care staff. The cost of this option is \$891,000.

Redundancy costs equates to approximately 28 years of Council's investment in direct service delivery, based on current levels of investment.

Option 1A	Year 1
Council's current investment	\$30,967
One off service exit costs	\$860,105
<b>Total Council investment</b>	<b>\$891,072</b>

### Option 1B: Exit direct service delivery, expansion of role

#### Description

- Exit direct services as of 30 June 2023
- Strengthen role of council as planner, facilitator and advocate for older residents
- Develop and deliver services that increases liveability of the LGA for older people
- Maintain and build partnerships with service providers to collaborate in advocacy and service delivery for older residents
- Tender to provide service navigation – *Care Finder* service and the integrated assessment service (optional)

#### Council investment

Council's investment for this option includes \$891,000 in Year One (as per Option 1A) and one going investment of \$100,000 for a project officer to develop and implement expanded functions.

Option 1B	Year 1	Ongoing p.a
<b>Council's investment</b>	<b>\$30,967</b>	<b>\$98,940</b>
<b>One off service exit costs</b>	\$860,105	0
<b>Total Council investment</b>	<b>\$891,072</b>	<b>\$98,940</b>

## Option 2A: Continue to provide direct care services with improvements

### Description

- Continue to provide direct care services and sub-contract *Meals on Wheels*
- Expansion to other service types: Home Care Packages, apply for new *CareFinder* and expanded assessment services
- Investment in IT and administrative systems

### Council investment

Council's annual investment is expected to continue at a similar level to the current level, \$31,000 per year. It is difficult to assess the exact level of investment as the service models are under development and the unit costs have not yet been determined.

Option 2A	Year 1	Ongoing
Direct service cost / (income to Council)	(\$106,082)	(\$112,178)
Attributable overheads		
- Council vehicles	\$31,929	\$32,727
- IT Systems	\$25,120	\$25,748
- Finance staff	\$80,000	\$82,000
	<b>\$137,049</b>	<b>\$140,475</b>
<b>Total Council investment</b>	<b>\$30,967</b>	<b>\$28,297</b>

## Option 2B: Continue to provide services with improvements and expand role

### Description

- Continue to provide direct care services and sub-contract *Meals on Wheels*
- Expansion to other service types: Home Care Packages, apply for new *CareFinder* and expanded assessment services
- Investment in IT and administrative systems
- Strengthen role of council as planner, facilitator and advocate for older residents
- Develop and deliver services that increases liveability of the LGA for older people
- Maintain and build partnerships with service providers to collaborate in advocacy and service delivery for older residents

### Council investment

Council's annual investment is expected to continue at a similar level to the current level, \$31,000 per year. It is difficult to assess the exact level of investment as the service models are under development and the unit cost has not been determined.

The cost of delivering the additional services is approximately \$100,000 per annum. If Council were to expand its service offering, this cost could, in part, be offset.

Option 2B	Year 1	Ongoing
Direct service cost / (income to Council)	(\$106,082)	(\$112,178)
Additional service costs	\$97,000	\$106,894
	<b>(\$9,082)</b>	<b>(\$5,284)</b>
Attributable overheads		
- Council vehicles	\$31,929	\$32,727
- IT Systems	\$25,120	\$25,748
- Finance staff	\$80,000	\$82,000
	<b>\$137,049</b>	<b>\$140,475</b>
<b>Total Council investment</b>	<b>\$127,967</b>	<b>\$135,191</b>

### Pathway Forward

Once Council has determined whether or not to exit direct care services, deliberative engagement with the community, including older residents and their carers, and other critical stakeholders, including funding bodies and local community service providers, is critical. This will inform the strategic directions for Council's ongoing role and investment for older people. An essential outcome of this process will be a strategic plan, to provide guidance for the future.

## 10. Notices of Motion or Rescission

Nil

## 11. Reports from Councillors/Committees

Cr Ostarcevic reported that North Central LLEN has appointed Cr Dan Straub of Loddon Shire Council as their new CEO.

Cr Dempsey reported that she and the Mayor attended the Stawell Recreation Advisory Meeting where the draft North Park Master Plan was discussed.

Cr Dempsey reported she has been involved in the Women for Council group which consists of interested females within Northern Grampians Shire Council who are interested in running for council or supporting those in the group. Cr Dempsey reported the group attended a workshop providing information on how to run for council and the functions of council involving Ms Ruth McGowan.

Cr Dempsey reported her attendance at an online session with the Australian Local Government Womens Association Victoria.

Cr Dempsey reported that she and fellow councillors attended the Stawell Underground Physics Laboratory Stage 1 Grand Opening and Tour last month. Cr Dempsey said it had been great to see the process from start to finish and knows great work will continue.

Cr Dempsey reported she will be attending an Advancing Women Leadership Summit this week.

Cr Erwin reported on the Walkers Lake Advisory Group meeting which saw all group members attend.

Cr Erwin reported that he and Cr Gready attended the Rural Councils Victoria forum last week launching their state election platform. Cr Erwin said there are six main objectives which were funding for roads, services and rural communities, housing, emergency management, rural tourism and ongoing funding for Rural Councils Victoria.

Cr Gready reported that he, Cr Erwin and Chief Executive Officer attended the Rural Councils Victoria forum last week. Cr Gready said he will be sharing information with councillors from the forum.

Cr Gready reported on the Great Western Futures Committees Meeting with the old weighbridge as a discussion point. Cr Gready said he is working with the Director Infrastructure & Amenity on a solution to tidy up the old weighbridge. Cr Gready said he will attend the upcoming meeting this week and report back to councillors.

Cr Gready reported on his attendance at the Virtual Parliament meeting.

The Mayor on behalf of the councillors accepted Ms Liana Thompson's resignation from her position as Chief Executive Officer. The Mayor thanked Ms Thompson behalf of councillors, staff and the community for her diligent work over the last three years and wished her the best of luck. The Mayor gave Ms Thompson the opportunity to speak. Chief Executive Officer thanked councillors for allowing her the opportunity to be Chief Executive Officer and providing her with the support during that time. Ms Thompson said the councillors and her have worked together in partnership, with a clear sense of purpose about being the best and providing the best that Council can. Ms Thompson thanked her colleagues for working beautifully with her and will miss Northern Grampians Shire Council.

## RESOLUTION

**That the reports be received.**

**Moved:** Cr Kevin Erwin  
**Seconded:** Cr Rob Haswell

**Carried**

## 12. Urgent Business

Cr Lauren Dempsey asked that the matter of a plaque in memorial of the late Kay Dalton at the North Park Netball Courts be considered as Urgent Business.

### RESOLUTION

That the items as listed be considered as Urgent Business.

Moved: Cr Lauren Dempsey

Seconded: Cr Kevin Erwin

Carried

### RESOLUTION

That Council approves a plaque to be installed in memorial of the late Kay Dalton at the North Park Netball Courts.

Moved: Cr Lauren Dempsey

Seconded: Cr Kevin Erwin

Carried

## 13. Public Question Time

Nil

#### **14. Closure of Meeting Pursuant to Section 66(2)(a) of the Local Government Act 2020**

A Council or delegated committee may resolve that the meeting be closed to members of the public if it considers it necessary because a circumstance specified below apply:

The circumstances are-

- (a) the meeting is to consider confidential information; or
- (b) security reasons; or
- (c) it is necessary to do so to enable the meeting to proceed in an orderly manner.

If the circumstances specified in subsection (b) or (c) apply, the meeting can only be closed to the public if the Council has made arrangements to enable the proceedings of the meeting to be viewed by members of the public as the meeting is being held.

##### **14.1. C1 2020/21 - Provision of Civil Engineering and Project Management Consultancy Services**

##### **14.2. C2 2018/19 - Provision of Building Inspector (Unlimited) Services**

##### **14.3. C10 2018/19 - Bituminous Surfacing Program - Sealing, Resealing and Final Seal**

##### **14.4. C2 2022/23 - Provision of Plumbing Services**

##### **14.5. C3 2022/23 - Provision of Electrical Maintenance Services**

##### **14.6. C1 2022/23 - External Plant and Equipment Hire for Civil Works**

##### **14.7. Planning Permit Fee Refunds**

#### **RESOLUTION**

That items 14.1, 14.2, 14.3, 14.4, 14.5, 14.6 and 14.7 be considered in Closed Council as it deals with confidential information as detailed in section 3(1) of the *Local Government Act 2020*.

Moved: Cr Kevin Erwin

Seconded: Cr Rob Haswell

Carried

#### **RESOLUTION**

That the meeting be closed to consider the item listed pursuant to section 66 of the *Local Government Act 2020*.

Moved: Cr Kevin Erwin

Seconded: Cr Rob Haswell

Carried

#### **OPEN COUNCIL**

The Chief Executive Officer reported on the item discussed in Closed Council.

14.1 Council has agreed to take up the second and final one year option to extend contract C1 2020/21 - Provision of Civil Engineering and Project Management Consultancy Services with a panel of experienced and qualified civil engineers.

14.2 Council has agreed to extend contract C2 2018/19 - Provision of Building Inspector (Unlimited) Services for the second and final one year extension commencing 1 October 2022 and concluding 30 September 2023.

14.3 Council has agreed to take up the first one year option to extend contract C10 2018/19 - Bituminous Surfacing Program commencing 1 November 2022 with the current contractor Inroads Pty Ltd.

**14.4 Council has awarded contract C2 2022/23 - Provision of Plumbing Service and appointed the following tenderers to the panel of preferred contractors:**

- Anthony Rickard Pty Ltd
- Elmhurst Plumbing trading as Wimmera Mallee Drainage
- HGP Civil Pty Ltd
- LPH Pty Ltd trading as Laser Plumbing Horsham
- IR CD Lewis trading as Link Drainage

**14.5 Council has awarded contract C3 2022/23 - Provision of Electrical Trades Services and appointed the following tenderers to the panel of preferred contractors:**

- R & J Murphy
- K & S Birthisel Pty Ltd
- Coutts Electrical and Data Pty Ltd trading as Laser Electrical Horsham

**14.6 Council has awarded contract C1 2022/23 - External Plant and Equipment Hire for Civil Works and appointed the following contractors onto the panel:**

- Armstrong Concrete Stawell Pty Ltd
- DA DM Moloney
- David West
- DSM Equipment Pty Ltd
- Forest Springs Holdings Pty Ltd
- Reeves Earthmoving Pty Ltd
- Graeme McKay Earthworks
- Grampians Excavations Pty Ltd
- Stawell Bobcat & Excavations Pty Ltd
- Warren Earthworks
- PJM Machinery Pty Ltd
- Stabilco Pty Ltd
- Stabilised Pavements of Australia
- Tutt Bryant Hire Pty Ltd
- OnTrak Rentals Pty Ltd
- Porter Hire Pty Ltd
- Proter Excavations Pty Ltd
- Gavlex Pty Ltd
- Rollers Australia Pty Ltd
- TBD Agriculture Trading Pty Ltd

**14.7 Council has agreed to refuse the fee waiver for a planning application and approve the refund and part refund of fees for two planning applications.**

**15. Close**

**There being no further business the Mayor declared the meeting closed at 1.24pm.**

Confirmed

A handwritten signature in black ink, appearing to be 'Murray Emerson', with a long, wavy horizontal line extending to the right.

CR MURRAY EMERSON  
MAYOR

Date: 3 October 2022