

# MINUTES

FOR THE  
GREATER SHEPPARTON CITY COUNCIL

## ORDINARY COUNCIL MEETING

HELD ON  
TUESDAY 17 JULY 2012  
AT 1.00PM

IN THE COUNCIL BOARD ROOM  
90 WELSFORD STREET

**COUNCILLORS:**

Cr Michael Polan (Mayor)  
Cr Chris Hazelman (Deputy Mayor)  
Cr Cherie Crawford  
Cr Geoff Dobson  
Cr Jenny Houlihan  
Cr Milvan Muto  
Cr Kevin Ryan

***VISION***

***GREATER SHEPPARTON***  
AS THE FOOD BOWL OF AUSTRALIA,  
A SUSTAINABLE, INNOVATIVE  
AND DIVERSE COMMUNITY  
***GREATER FUTURE***

**M I N U T E S**  
**FOR THE**  
**ORDINARY COUNCIL MEETING**  
**HELD ON**  
**TUESDAY 17 JULY 2012 AT 1.00PM**

**CHAIR**  
**CR MICHAEL POLAN**

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**PRESENT:** Councillors: Michael Polan, Chris Hazelman, Cherie Crawford, Jenny Houlihan, Kevin Ryan, Geoff Dobson and Milvan Muto

**OFFICERS:** Gavin Cator – Chief Executive Officer  
Peter Harriott – Acting Director Infrastructure  
Julie Salomon – Director Community  
Dwight Graham – Acting Director Business  
Dean Rochfort – Director Sustainability  
Merv Hair – Acting Director Organisation  
Georgina Beasley – Official Minute Taker  
Fiona Sawyer – Assistant Minute Taker

## 1. ACKNOWLEDGEMENT

“We the Greater Shepparton City Council, begin today’s meeting by acknowledging the traditional owners of the land which now comprises Greater Shepparton. We pay respect to their tribal elders, we celebrate their continuing culture, and we acknowledge the memory of their ancestors.”

## 2. APOLOGIES

Nil.

## 3. DECLARATIONS OF CONFLICTS OF INTEREST

Cr Geoff Dobson declared an indirect interest because of receipt of an applicable gift in relation to item 6.6. Cr Dobson received a donation to his election campaign from Chris McPherson, who was a nominee for the Shepparton Show Me Committee.

## 4. CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS

### RECOMMENDATION

That the Minutes of the Special Council Meetings held on 19 June, 26 June, 28 June 2012 and the Ordinary Council Meeting held on 19 June 2012, as circulated, be adopted.

**Moved by Cr Dobson**  
**Seconded by Cr Crawford**

That the Minutes of the Special Council Meetings held on 19 June, 26 June, 28 June 2012 and the Ordinary Council Meeting held on 19 June 2012, as circulated, be adopted with the following amendment:

The date of the meeting on the Confidential Minutes for the Special Meeting held on 19 June 2012, be amended to 19 June 2012.

**CARRIED**

## 5. DEPUTATIONS AND PETITIONS

Nil.

## 6. MANAGEMENT REPORTS

### FROM THE COMMUNITY DIRECTORATE

#### 6.1 Safer City Project Progress Report

##### **Disclosures of conflicts of interest in relation to advice provided in this report**

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

##### **Summary**

Personal security in public places has become an area of increasing concern for local governments during the last decade. Council has committed to install Closed Circuit Television (CCTV) in response to community sentiment and to address growing safety concerns in the Central Business District (CBD).

In April 2012, Council received funding of \$250K from the Department of Justice Public Safety Infrastructure fund, to support the implementation of a Safer City Project within the Shepparton CBD area. On 5 June 2012 representatives from Greater Geelong City Council and Geelong Victoria Police members provided Council with an insight into their experiences in establishing and implementing their CCTV system.

Following this presentation, Councillors sought further information regarding the progress and proposed timelines for the Safer City Project.

**Moved by Cr Crawford**  
**Seconded by Cr Houlihan**

That Council notes the report.

**CARRIED**

##### **Background**

Greater Shepparton City Council is committed to identifying and acting on local community safety priorities to ensure that Greater Shepparton's diverse community feel safe, respected, proud and resilient. On 21 June 2011 Council adopted the Safer City Strategy 2011-14 for the Central Business District (CBD) and Victoria Park Lake Precinct. This document was developed after an extensive community consultation process and identifies initiatives to address the community safety issues (perceived and actual) which were identified during this process together with some broader strategies.

A key priority within this strategy is the installation of Closed Circuit Television (CCTV) cameras to monitor hot spots of crime and anti-social behaviour (both perceived and actual). CCTV can act as a deterrent to committing a crime, used for criminal prosecution and enhance community safety perceptions.

On 5 June 2012 representatives from Greater Geelong City Council and Geelong Victoria Police members provided Council with an insight into their experiences in establishing and implementing a CCTV system within the Geelong CBD. Council was informed how Geelong had integrated a CCTV system into its community safety strategy and how it had assisted to significantly reduce alcohol induced anti-social behaviour and crime. They highlighted the importance of CCTV being part of a comprehensive and coordinated approach to community safety that included a broad range of strategies including education, strengthened liquor accords, communication systems between late-night venues, police banning orders and targeted proactive policing. Other key learnings indicated:

## 6. MANAGEMENT REPORTS

### 6.1 Safer City Project Progress Report (Continued)

- The importance of a monitoring regime that enabled early intervention prior to anti-social behaviour escalating to actual crime and identifying potential victims as well as offenders
- The importance of strong partnerships between the liquor accord, licensees and traders, sporting clubs and other community agencies, Victoria Police and Council
- A zero tolerance approach to common offences such as breaking windows, carrying open bottles and urinating in the streets
- Expanding Council's existing *Night Life Radio* initiative to include late night taxi operators, venue/food operators and Councils street cleaning crew; and
- Environmental design changes to improve safety in the CBD.

Councillors were advised that arrests for drunkenness and anti-social behaviour had dropped by 700 per annum due to the proactive and coordinated measures to manage late-night crowds. Other reported benefits included increases in perceptions of safety and public confidence leading to dramatic decreases in assaults (20%) and anti-social behaviour (36%).

Following this presentation, Councillors sought further information regarding the progress and proposed timelines for the Greater Shepparton's Safer City Project.

#### **Progress and Proposed Timelines:**

Council Officers are currently undertaking detailed planning in relation to this project. The Project will be completed in four stages including (but not limited to) the following items:

##### *Stage One: Project Initiation – April 2012 to July 2012*

Cross organisational Project Steering Group established;  
Consultation with key stakeholders and community to inform project development and camera locations; and  
Identification of the range of approaches and strategies to be implemented to ensure a comprehensive and coordinated approach.

##### *Stage Two: Project Development – July 2012 to February 2013*

Finalise tender specifications to undertake a 'design and construct' tender process. Seek Council consideration for the awarding of a contract in the February 2013 Council cycle;  
Development of Network Governance Structure including:

Policies, Protocols, Standard Operating Procedures, Guidelines (in conjunction with Victoria Police Information Management Standards and Security Department) to oversee the operation of the system;

Control Room Operations and ensure system integrity is maintained (including development of digital information management and security systems); and  
CCTV signage design, approval, manufacture and installation at relevant locations.

##### *Stage Three: Project Construction – March/April to July 2013*

Project construction phase; and  
Comprehensive training program for key Council and stakeholder staff.

##### *Stage Four: Project Implementation and Evaluation*

Launch and activation of CCTV Network in September 2013; and  
Six week initial evaluation phase to determine efficacies and improvements.  
There is a comprehensive and detailed project plan, staging and key milestones and consultation plan.

## 6. MANAGEMENT REPORTS

### 6.1 Safer City Project Progress Report (Continued)

#### Risk Management

Consideration has been given to risk management issues. A comprehensive risk assessment will inform the development of the Project Initiation Documentation (PID) for the Safer City Project. Key risks and mitigation strategies identified to date include:

Risks	Likelihood	Mitigation Action
Legislation non-compliance	Moderate	Project will be assessed against Advent Compliance Module to ensure compliance with relevant legislation. The development of Policies, Procedures and Guidelines to better comply with legislation. Continuous auditing of the project
Weather resulting in implementation delays	Moderate	Allow appropriate amount of time for works to be completed making allowances for possible poor weather
Contractor delays	Low	Clearly defined and reasonable timelines outlined in the Tender documentation
Budget Overspend	Moderate	Budget spending will be closely monitored throughout the project. Investigation in relation to project savings will be undertaken throughout planning and implementation
Stakeholder and community dissatisfaction	Moderate	Ongoing communication with all key stakeholders and community will be maintained throughout the project

Further comprehensive risk assessments will be undertaken at each stage of the project and updated in the PID.

#### Policy Implications

The recommendations contained in this report are consistent with Council Policy.

#### Best Value Implications

The Safer City Project is consistent with best value principles.

#### Financial Implications

The Safer City Project is set within the Council context of existing financial constraints and staff capacity.

## 6. MANAGEMENT REPORTS

### 6.1 Safer City Project Progress Report (Continued)

Funding Arrangements	Net Amount
Greater Shepparton City Council (2011/12 budget)	\$186K
Department of Justice	\$250K
<b>Total Proposed Project Funding</b>	<b>\$436K</b>

#### Victorian Charter of Human Rights and Responsibilities Act 2006 Implications

This proposal does not limit any of the human rights provided for under the *Victorian Charter of Human Rights and Responsibilities act 2006*.

#### Other Legal / Statutory Implications

The Safer City Project Progress Report is consistent with the *Local Government Act 1989*.

#### Consultation

Initial consultation has been undertaken with community and relevant key stakeholders involved in the project. Councillors have also been briefed regarding this project.

Thorough community consultation will continue throughout the planning and implementation phases of this project.

Furthermore, Councillors will be provided with updates on the Greater Shepparton's Safer City Project progress at key milestones.

#### Strategic Links

##### a) Greater Shepparton 2030 Strategy

Direction 1 - Settlement and Housing

Direction 2 - Community Life

Direction 4 – Economic Development

Direction 5 - Infrastructure

##### b) Council Plan

Settlement and Planning - Revitalise and promote the Shepparton CBD as the region's premier retail and entertainment destination

Community Life - Provide a safe and family friendly community

Community Life - Develop and pursue strategies to improve community health and wellbeing

##### c) Any other strategic links

Greater Shepparton City Council – Safer City Strategy 2011 - 2014

Greater Shepparton City Council – Public Health Plan

Greater Shepparton City Council – Community Development Framework

Greater Shepparton City Council – Community Engagement Strategy

#### Attachments

1. Safer City Camera Project – Project Plan
2. Safer City Camera Project – Staging and Key Milestones
3. Safer City Camera Project – Consultation Plan.



## 6. MANAGEMENT REPORTS

### FROM THE BUSINESS DIRECTORATE

#### 6.2 Rating Strategy Review

##### **Disclosures of conflicts of interest in relation to advice provided in this report**

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

##### **Summary**

The purpose of this report is to seek endorsement for a process to implement a review of the Council's Rating Strategy.

##### **RECOMMENDATION**

That the Council:

1. adopt the Rating Strategy Reference Group Terms of Reference
2. call for nominations for the Reference Group
3. nominate two Councillors to the Committee, with one nominee to be Chair of the Reference Group.

##### **Moved by Cr Dobson Seconded by Cr Crawford**

That the Council:

1. adopt the Rating Strategy Reference Group Terms of Reference
2. call for nominations for the Reference Group
3. nominate Cr Michael Polan (Mayor) and Cr Chris Hazelman (Deputy Mayor) to the Committee, with one nominee to be Chair of the Reference Group.

**CARRIED**

##### **Background**

An objective for a council under the *Local Government Act 1989* (section 3C(2)(f)) is to ensure the equitable imposition of rates and charges.

In March 2011, the Council commenced a staged review of the Rating Strategy which identified a number of refinements; such as reducing the farm rate differential to equal the residential rate, which were subsequently implemented in the 2011/2012 rating year.

Further work on the Rating Strategy will continue during the 2012/2013 rating year. It is proposed that a review will be commenced shortly within the following parameters:

##### Process

1. Establish a Rating Strategy Reference Group (RSRG) which will include representation from a cross section of rate-paying stakeholders. The committee would be classified as an "advisory committee".
2. Develop a terms of reference with its main objective being to provide input into a new rating strategy document with particular emphasis on advising on key principles the Council should consider in developing its rating strategy.

## 6. MANAGEMENT REPORTS

### 6.2 Rating Strategy Review (Continued)

3. Seek and appoint nominees through a public consultation process. The Council may also seek to appoint additional members. This should ensure an adequate balance of skills and representation of a range of stakeholders. It is also proposed the RSRG include two Councillors (including one as Chairperson), and three staff members (for administrative and technical input).
4. The RSRG will be provided with background material and various financial modeling, with further financial modeling support being provided as needed.
5. The RSRG will be asked to provide input into a draft rating strategy for the Council to consider. It is envisaged that the group will meet 3 or 4 times over a several month period.
6. The draft strategy may or may not have unanimous support from the reference group. Where unanimous support has not been secured a summary of the issues/positions of the various stakeholders will be provided to the Council for consideration.
7. The Council issues draft rating strategy for public comment.
8. The Council receives and considers public comment, determines a final position, includes the new Rating Strategy in its draft 2013/2014 Budget considered at its May 2013 meeting, which in turn is submitted for public comment in May-June 2013.
9. The Council adopts 2013/2014 Budget, including the new Rating Strategy in June 2013.

#### Proposed Structure

It is envisaged that the group will include two Councillors, with one acting as chairperson, and representation from a range of rate paying stakeholders including, but not limited to, representation from the different rating categories currently in existence. These include residential home owners, commercial and industrial property owners and rural land holders. Nominations are also encouraged from various representative organizations such as the Shepparton Chamber of Commerce and Industry, local trader associations, tourism groups, community-based service providers and environmental groups.

The Chief Executive Officer of Greater Shepparton City Council shall be an ex-officio, non-voting member of the reference group. The Chief Executive Officer may delegate this membership to other officers. Council staff will also attend to provide technical input and administrative support.

#### Terms of Reference

A draft *Terms of Reference* is attached.

The objectives of the group will include:

- Identify and recommend principles that the Council should consider when striking general rates, particularly with regard to the creation and maintenance of any differential rates.
- Provide input regarding the equitable sharing of the rates burden between various categories of ratepayers – e.g. Residential, Rural, Commercial and Industrial.
- Make suggestions regarding changes to the structure of current charges and their relationship to general rates, e.g. Waste service charges and Municipal Charges.
- Identify any other special rates, charges or levies it believes the Council should consider.

Other issues the group may consider include:

- Waste service charges cost reflectivity;
- Incentives, disincentives and other pricing signals (e.g. higher rates in the dollar for vacant land to encourage development);

## 6. MANAGEMENT REPORTS

### 6.2 Rating Strategy Review (Continued)

- Mechanisms for raising funds for neighbourhood works;
- The balance between general rates funding and specific user pays fees and charges (public benefit vs. individual benefit);
- Environmental works for catchments;
- Transparency of cross subsidies;
- Usage/consumption of services vs. ability to pay;
- Cost reflectivity;
- Equitable share of burden; and
- Capacity to pay.

Issues the group **will not** be asked to consider or comment on include:

- The amount of total rates and charges revenue to be collected;
- Strategies and policies of the Council in general, except to the extent they relate directly to rating strategies;
- Cost effectiveness and efficiency of providing Council services;
- The merit or otherwise of the range of services and facilities provided by the Council;
- The Council's Capital Works Program.

#### **Risk Management**

The Rating Strategy is included in the Council's budget and a well planned budget will reduce the risk that the Council will not be able to provide the services expected and required by the community. The Council is required under section 130 of the *Local Government Act 1989*, to adopt a budget each year.

#### **Policy Implications**

There are no conflicts with Council policy. The Rating Strategy is included in the Council's budget which resources the Council Plan to enable the outcomes in the Council Plan to be achieved.

#### **Best Value Implications**

This proposal is consistent with Best Value principles.

#### **Financial Implications**

No financial implications arise directly out of this proposal per se for the Council. The purpose of the review is to look at how the rates burden should be fairly distributed between the various groups or classes of ratepayers.

It is beyond the scope of the review to discuss the appropriateness of the quantum of the rate revenue to be collected.

The cost to perform the review will be absorbed within current operating budgets.

#### **Victorian Charter of Human Rights and Responsibilities Act 2006 Implications**

This proposal does not limit any of the human rights provided for under the Victorian *Charter of Human Rights and Responsibilities Act 2006*.

#### **Legal/Statutory Implications**

The Rating Strategy is included in the Council's budget which is consistent with and conforms to all requirements of the *Local Government Act 1989* or any other relevant legislation.

## 6. MANAGEMENT REPORTS

### 6.2 Rating Strategy Review (Continued)

#### **Consultation**

Public comments will be sought as described in the process above.

#### **Strategic Links**

##### a) Greater Shepparton 2030 Strategy

The Rating Strategy is included in the Council's budget which is linked to the *Greater Shepparton 2030 Strategy* via the Council Plan.

##### b) Council Plan

The Rating Strategy review is linked to the governance principle of Strategic Objective 6 of the *Council Plan 2009-2013* "Council Organisation and Management and is consistent with the objective to "Review the Council's financial model for long term sustainability".

##### c) Other strategic links

No other strategic links have been identified.

#### **Attachments**

Rating Strategy Reference Group – Draft Terms of Reference

## 6. MANAGEMENT REPORTS

### 6.3 2012-2013 Budget

#### **Disclosures of conflicts of interest in relation to advice provided in this report**

No council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

#### **Summary**

Council resolved at the meeting of Council held on Tuesday 15 May 2012 to prepare the budget, give notice and consider any submissions. The public notice period closed on 13 June 2012. Twenty two (22) submissions were received and verbal submissions in support of ten (10) of the written submissions were heard by Council at a special Council Meeting held Tuesday 19 June 2012.

The Council acknowledges and sincerely thanks the residents of Greater Shepparton who engaged with Council during the public consultation period and who also made a formal submission. After careful consideration of the submissions a number of changes are proposed to the 2012-2013 Budget.

It is proposed to reduce total declared rates and charges by two percent to 3.95 per cent, a decrease from 5.95 per cent as presented in the 2012-2013 Draft Budget. To achieve this two per cent reduction, savings of \$1.07 million are required. These savings are proposed to come from:

• Additional grants commission funding	\$100,000
• Additional interest revenue	\$50,000
• Removing the resource recovery investment attraction brochure	\$10,000
• Increase in gate charges for commercial/industrial users of landfill	\$318,000
• Reduction in Vibert Reserve capital expenditure allocation	\$50,000
• Delaying GV Regional Library development (Net cost)	\$375,000
• Reduction in roads to renewal funding	\$175,374
	<b>\$1,078,374</b>

The draft budget was subjected to a rigorous process with costs carefully scrutinized to realise efficiencies and generate savings where possible. In delivering a reduction in the total declared rates and charges Council understands that not everyone will be happy with the proposed reductions, however it is a balancing act and believes that the community have been listened to in these difficult times.

The changes above have been developed in response to the submissions received following the section 223 consultation period and have been reflected in the 2012-2013 Budget attached to this report.

In addition to the changes identified above, there have been two changes to the Schedule of Fees and Charges as well as two events which have occurred after the presentation of the draft budget, which require reflection in the final 2012-2013 Budget.

1. The Victorian Government announced early payment of 50 per cent of Victorian Local Governments 2012/2013 grants commission funding allocation. This required the Council to recognise \$5.341 million in the forecast operating income in 2011/2012 and conversely reduce operating grants shown in 2012/2013 Budget.

## 6. MANAGEMENT REPORTS

### 6.3 2012-2013 Budget (Continued)

2. Following notification of a successful application in the Building Better Regional Cities (BBRC) funding round, the Council will receive a total of \$5.4 million to assist in the provision of affordable housing. The Government paid the first instalment of \$2 million to Council on the 29 June 2012, which required a further adjustment to the 2011-2012 forecast capital income. Furthermore, in 2012-2013 provision has been made in the budget for a further \$2 million in grant income and \$1.8 million expenditure.

All changes made to the 2012-2013 Draft Budget can be found in Appendix G of the 2012-2013 Budget.

### RECOMMENDATION

That the Council:

- a) having publicly advertised the preparation of the 2012-2013 Budget and considered the submissions:
1. adopt the Budget as prepared and incorporated in the Minutes of the Ordinary Council Meeting held 15 May 2012 with the changes as listed in Appendix G of the budget document.
  2. authorise the Chief Executive Officer to give notice of the adoption of the Budget in accordance with section 130 of the *Local Government Act 1989*.
- b) That in accordance with section 158 and section 223 of the *Local Government Act 1989* the Council declares the following rates and charges for the 2012-2013 financial year:

#### 1. Amount intended to be raised

An amount of \$56,018,660, excluding GST, (or such other amount as is lawfully raised as a consequence of this resolution) be declared as the amount which the Council intends to raise by general rates, the municipal charge, annual service charges and the cultural and recreational rate later described in this resolution, which amount is calculated as follows:

	\$
General Rates	42,949,397
Municipal Charge	6,099,000
Annual Service Charges	6,939,500
Cultural and Recreational Rate	30,763

#### 2. General rates

- 2.1 A general rate be declared in respect of the 2012-2013 rating year, being the period 1 July 2012 to 30 June 2013.
- 2.2 In accordance with section 161 of the *Local Government Act 1989*, declare that the general rate be raised by the application of differential rates.

## 6. MANAGEMENT REPORTS

### 6.3 2012-2013 Budget (Continued)

- 2.3 A differential rate be respectively declared for rateable land having the respective characteristics specified in the Appendix C of the budget document.
- 2.4 It be confirmed that no amount is fixed as the minimum amount payable by way of general rate in respect of each rateable land within the municipal district.
- 2.5 Each differential rate will be determined by multiplying the Capital Improved Value of each rateable land (categorised by the characteristics described in Appendix C of the budget document) by the relevant rate in the dollar indicated as follows:

<u>Category</u>	<u>Rate in the \$</u>
All Residential Improved or Unimproved Land	0.0038434
Farm Land	0.0038394
Commercial Unimproved Land	0.0053904
Commercial Improved 1 Land	0.0115631
Commercial Improved 2 Land	0.0116896
Commercial Improved 3 Land	0.0090969
Industrial Unimproved Land	0.0064955
Industrial Improved 1 Land	0.0102578
Industrial Improved 2 Land	0.0127413
Industrial Improved 3 Land	0.0085844

### 3. Cultural and recreational rates

- 3.1 In accordance with section 4(4) of the *Cultural and Recreational Lands Act 1963*, the amount in lieu of rates payable in respect of each rateable land to which that Act applies be determined by multiplying the Capital Improved Value of that rateable land by 0.0027999 where the rateable land has the following characteristics:

Rateable outdoor recreational lands developed primarily for regional use as evidenced by paid administrative support and/or commercial business dealings in the operation or management of same.

Such rateable land as described below:

#### Property Location

55 Rudd Road SHEPPARTON  
 7582 Goulburn Valley Highway KIALLA  
 160-200 Ross Street TATURA  
 71 Gowrie Street TATURA  
 2 Fairway Drive MOOROOPNA  
 7580 Goulburn Valley Highway KIALLA  
 15 Golf Drive SHEPPARTON

## 6. MANAGEMENT REPORTS

### 6.3 2012-2013 Budget (Continued)

#### 4. Municipal charge

4.1 In accordance with section 159 of the *Local Government Act 1989*, declare a municipal charge for 2012-2013 for the purposes of covering some of the administrative costs of Council.

4.1.1 The municipal charge be \$214.00 for each rateable land (or part) within the municipal district in respect of which a municipal charge may be levied.

#### 5. Annual service charges

5.1 In accordance with section 162 of the *Local Government Act 1989*, declare an annual service charge for 2012-2013 for the dual service of kerbside collection and disposal of refuse along with kerbside collection of recyclables.

5.1.1 The service charge be the sum of, and based on the criteria specified as follows:

5.1.1.1 - Collection and disposal of contents of 80 litre refuse bin and either a 120 litre or 240 litre recyclable bin - \$152.00\*\* per service.

5.1.1.2 - Collection and disposal of contents of 120 litre refuse bin and either a 120 litre or 240 litre recyclable bin - \$202.00\*\* per service.

5.1.1.3 - Collection and disposal of contents of 240 litre refuse bin and either a 120 litre or 240 litre recyclable bin - \$334.00\*\* per service.

for each land (or part), other than land on which no building is erected, in respect of which an annual service charge may be levied.

5.2 In accordance with section 162 of the *Local Government Act 1989*, declare an annual service charge for 2012-2013 for the kerbside collection of recyclables only.

5.2.1 The service charge be the sum of, and based on the criteria specified as follows:

5.2.1.1 - Collection and disposal of contents of either a 120 litre or 240 litre recyclable only bin - \$71.00\*\* per service.

for each land (or part), other than land on which no building is erected, in respect of which an annual recyclable only service is requested and provided.

5.3 In accordance with section 162 of the *Local Government Act 1989*, declare an annual service charge for 2012-2013 for the kerbside collection of green organic waste.

5.3.1 The service charge be the sum of, and based on the criteria specified as follows:

5.3.1.1 - Collection and disposal of contents of either a 120 litre or 240 litre green organic waste bin - \$71.00\*\* per service.

for each land (or part), other than land on which no building is erected, in respect of which an annual green organic waste service is requested and provided.

[\*\*Note: - these charges do not include GST which applies to all service charges that are levied against non-residential and non-rural properties.]



## 6. MANAGEMENT REPORTS

### 6.3 2012-2013 Budget (Continued)

#### 6. Setting of interest rate on unpaid rates and charges

That in accordance with section 172 of the *Local Government Act 1989*, the Council charge interest for rates and charges which have not been paid by the lump sum payment date or instalment dates, as specified under section 167 of the *Local Government Act 1989*.

#### 7. Payment of rates and charges

That in accordance with section 167 of the *Local Government Act 1989*, the Council declare that a person can pay a rate or charge (other than a special rate or charge) by:

- 7.1 Four (4) instalments which are due and payable on the dates fixed by the Minister by notice published in the Government Gazette; or
- 7.2 A lump sum payment due and payable on the date fixed by the Minister by notice published in the Government Gazette.

#### 8. Incentives for prompt payment

That in accordance with section 168 of the *Local Government Act 1989*, declare that all ratepayers be offered a discount of 1.50 per cent on the total rates and charges raised for the 2012-2013 rating year, if the total account outstanding is paid in full on or before Monday 24 September 2012.

#### 9. Consequential

- 9.1 The Chief Executive Officer be authorised to give public notice of the declaration of differential rates.
  - 9.2 Notwithstanding anything said in any earlier resolution of the Council, the Shepparton News be chosen as the newspaper in which the public notice will appear.
  - 9.3 The Revenue and Rates Manager be authorised to levy and recover the general rates, municipal charge and service charges in accordance with the *Local Government Act 1989*.
  - 9.4 Council adopts the amended fees and charges noted in appendix G.
- c) That council for the development of the 2013-2014 operating budget set the target of minimizing operating expenditure to two per cent below the Local Government Cost Index as determined by the Municipal Association of Victoria, exclusive of new grants obtained by council to fund new programs and extraordinary items such as a requirement to fund any shortfall in vision super defined benefits.

*(The 2012-2013 Budget document is attached.)*

## 6. MANAGEMENT REPORTS

### 6.3 2012-2013 Budget (Continued)

**Moved by Cr Hazelman  
Seconded by Cr Dobson**

That the Council:

- a) having publicly advertised the preparation of the 2012-2013 Budget and considered the submissions:
3. adopt the Budget as prepared and incorporated in the Minutes of the Ordinary Council Meeting held 15 May 2012 with the changes as listed in Appendix G of the budget document.
  4. authorise the Chief Executive Officer to give notice of the adoption of the Budget in accordance with section 130 of the *Local Government Act 1989*.
- b) That in accordance with section 158 and section 223 of the *Local Government Act 1989* the Council declares the following rates and charges for the 2012-2013 financial year:

#### 1. Amount intended to be raised

An amount of \$56,018,660, excluding GST, (or such other amount as is lawfully raised as a consequence of this resolution) be declared as the amount which the Council intends to raise by general rates, the municipal charge, annual service charges and the cultural and recreational rate later described in this resolution, which amount is calculated as follows:

	\$
General Rates	42,949,397
Municipal Charge	6,099,000
Annual Service Charges	6,939,500
Cultural and Recreational Rate	30,763

#### 2. General rates

- 4.1 A general rate be declared in respect of the 2012-2013 rating year, being the period 1 July 2012 to 30 June 2013.
- 4.2 In accordance with section 161 of the *Local Government Act 1989*, declare that the general rate be raised by the application of differential rates.
- 4.3 A differential rate be respectively declared for rateable land having the respective characteristics specified in the Appendix C of the budget document.
- 4.4 It be confirmed that no amount is fixed as the minimum amount payable by way of general rate in respect of each rateable land within the municipal district.
- 4.5 Each differential rate will be determined by multiplying the Capital Improved Value of each rateable land (categorised by the characteristics described in Appendix C of the budget document) by the relevant rate in the dollar indicated as follows:

<u>Category</u>	<u>Rate in the \$</u>
All Residential Improved or Unimproved Land	0.0038434
Farm Land	0.0038394
Commercial Unimproved Land	0.0053904

## 6. MANAGEMENT REPORTS

### 6.3 2012-2013 Budget (Continued)

Commercial Improved 1 Land	0.0115631
Commercial Improved 2 Land	0.0116896
Commercial Improved 3 Land	0.0090969
Industrial Unimproved Land	0.0064955
Industrial Improved 1 Land	0.0102578
Industrial Improved 2 Land	0.0127413
Industrial Improved 3 Land	0.0085844

### 3. Cultural and recreational rates

3.1 In accordance with section 4(4) of the *Cultural and Recreational Lands Act 1963*, the amount in lieu of rates payable in respect of each rateable land to which that Act applies be determined by multiplying the Capital Improved Value of that rateable land by 0.0027999 where the rateable land has the following characteristics:

Rateable outdoor recreational lands developed primarily for regional use as evidenced by paid administrative support and/or commercial business dealings in the operation or management of same.

Such rateable land as described below:

#### Property Location

55 Rudd Road SHEPPARTON  
 7582 Goulburn Valley Highway KIALLA  
 160-200 Ross Street TATURA  
 71 Gowrie Street TATURA  
 2 Fairway Drive MOOROOPNA  
 7580 Goulburn Valley Highway KIALLA  
 15 Golf Drive SHEPPARTON

### 4. Municipal charge

4.1 In accordance with section 159 of the *Local Government Act 1989*, declare a municipal charge for 2012-2013 for the purposes of covering some of the administrative costs of Council.

4.1.1 The municipal charge be \$214.00 for each rateable land (or part) within the municipal district in respect of which a municipal charge may be levied.

### 5. Annual service charges

5.1 In accordance with section 162 of the *Local Government Act 1989*, declare an annual service charge for 2012-2013 for the dual service of kerbside collection and disposal of refuse along with kerbside collection of recyclables.

5.1.1 The service charge be the sum of, and based on the criteria specified as follows:

5.1.1.1 - Collection and disposal of contents of 80 litre refuse bin and either a 120 litre or 240 litre recyclable bin - \$152.00\*\* per service.

5.1.1.2 - Collection and disposal of contents of 120 litre refuse bin and either a 120 litre or 240 litre recyclable bin - \$202.00\*\* per service.

## 6. MANAGEMENT REPORTS

### 6.3 2012-2013 Budget (Continued)

5.1.1.3 - Collection and disposal of contents of 240 litre refuse bin and either a 120 litre or 240 litre recyclable bin - \$334.00\*\* per service.

for each land (or part), other than land on which no building is erected, in respect of which an annual service charge may be levied.

5.2 In accordance with section 162 of the *Local Government Act 1989*, declare an annual service charge for 2012-2013 for the kerbside collection of recyclables only.

5.2.1 The service charge be the sum of, and based on the criteria specified as follows:

5.2.1.1 - Collection and disposal of contents of either a 120 litre or 240 litre recyclable only bin - \$71.00\*\* per service.

for each land (or part), other than land on which no building is erected, in respect of which an annual recyclable only service is requested and provided.

5.3 In accordance with section 162 of the *Local Government Act 1989*, declare an annual service charge for 2012-2013 for the kerbside collection of green organic waste.

5.3.1 The service charge be the sum of, and based on the criteria specified as follows:

5.3.1.1 - Collection and disposal of contents of either a 120 litre or 240 litre green organic waste bin - \$71.00\*\* per service.

for each land (or part), other than land on which no building is erected, in respect of which an annual green organic waste service is requested and provided.

[\*\*Note: - these charges do not include GST which applies to all service charges that are levied against non-residential and non-rural properties.]

#### 6. Setting of interest rate on unpaid rates and charges

That in accordance with section 172 of the *Local Government Act 1989*, the Council charge interest for rates and charges which have not been paid by the lump sum payment date or instalment dates, as specified under section 167 of the *Local Government Act 1989*.

#### 7. Payment of rates and charges

That in accordance with section 167 of the *Local Government Act 1989*, the Council declare that a person can pay a rate or charge (other than a special rate or charge) by:

7.1 Four (4) instalments which are due and payable on the dates fixed by the Minister by notice published in the Government Gazette; or

7.2 A lump sum payment due and payable on the date fixed by the Minister by notice published in the Government Gazette.

#### 8. Incentives for prompt payment

That in accordance with section 168 of the *Local Government Act 1989*, declare that all ratepayers be offered a discount of 1.50 per cent on the total rates and charges raised for the 2012-2013 rating year, if the total account outstanding is paid in full on or before Monday 24 September 2012.

## 6. MANAGEMENT REPORTS

### 6.3 2012-2013 Budget (Continued)

#### 9. Consequential

- 9.1 The Chief Executive Officer be authorised to give public notice of the declaration of differential rates.
  - 9.2 Notwithstanding anything said in any earlier resolution of the Council, the Shepparton News be chosen as the newspaper in which the public notice will appear.
  - 9.3 The Revenue and Rates Manager be authorised to levy and recover the general rates, municipal charge and service charges in accordance with the Local Government Act 1989.
  - 9.4 Council adopts the amended fees and charges noted in appendix G.
- c) That council for the development of the 2013-2014 operating budget set the target of minimizing operating expenditure to two per cent below the Local Government Cost Index as determined by the Municipal Association of Victoria, exclusive of new grants obtained by council to fund new programs and extraordinary items such as a requirement to fund any shortfall in vision super defined benefits.
- d) that Council limits the access of the Shepparton Show Me Committee to 50% of the 2012/2013 budget allocation until such time as the following has been completed to the satisfaction of the Council:
1. a business plan which incorporates a marketing strategy, success factors and how these measured is approved, by the Council and the Committee; and,
  2. the review of the Shepparton Show Me Committee is completed and the recommendations of the review are considered by Council.

*(The 2012-2013 Budget document is attached.)*

The chair sought an extension of time for Cr Hazelman to speak to the motion.

**Cr Muto Opposed the Extension of Time**

**Moved by Cr Crawford**

That Cr Hazelman have an extension of time to speak to the motion

**CARRIED**

**Cr Muto called a division.**

**Those voting in favour of the motion: Cr Crawford, Cr Dobson, Cr Ryan, Cr Hazelman, Cr Houlihan, Cr Muto and Cr Polan**

**Those voting against the motion: Nil.**

## 6. MANAGEMENT REPORTS

### 6.3 2012-2013 Budget (Continued)

The chair sought an extension of time for Cr Dobson to speak to the motion.

**Cr Muto Opposed the Extension of Time**

#### **Moved by Cr Hazelman**

That Cr Dobson have an extension of time to speak to the motion

**CARRIED**

Cr Muto sought an extension of time to speak to the motion.

**GRANTED**

Cr Crawford sought an extension of time to speak to the motion.

**GRANTED**

#### **Moved by Cr Muto**

That the motion be put.

In accordance with clause 92 of Council's *Local Law No. 2 Processes of Local Government and Common Seal*, the Chair was unable to accept the motion as Cr Muto had already spoken to the motion.

**Cr Muto left the room at 1.47pm.**

**Cr Muto returned to the room at 1.48pm.**

The motion was put and carried.

**Cr Muto called a division.**

**Those voting in favour of the motion: Cr Crawford, Cr Dobson, Cr Ryan, Cr Hazelman, Cr Houlihan and Cr Polan**

**Those voting against the motion: Cr Muto.**

#### **Background**

The 2012-2013 Draft Budget was prepared by Council on 15 May 2012 and advertised after that. The four week submission period ended on 13 June 2012 and 22 submissions were received. The following topics were covered in the submissions:

Submissions ranged in content however generally contained the following themes:

- Council should focus on cutting costs before increasing rates
- Current level of rates are unsustainable, with support for Council to provide further rate relief to the commercial and industrial sectors in the 2012-2013 year

## 6. MANAGEMENT REPORTS

### 6.3 2012-2013 Budget (Continued)

- Further attention be directed towards farm zone and residential properties impacted by planning changes
- Support for residential rates to be decreased
- Support for review of rating strategy in 2012-2013
- Support for Shepparton Show Me Levy to be removed
- Support for accessible change facilities in the CBD
- Increased signage at Victoria Park Lake
- Further lighting at Victoria Park Lake along the south west side
- Reduced parking fees in CBD to promote revitalisation of CBD
- Further attention given to smaller towns across the municipality
- Cleaning to be improved around the town

All submissions were distributed to councillors. Ten of the written submitters elected to be heard verbally and this occurred at a Special Council Meeting on Tuesday 19 June 2012.

Those who appeared in support of their submissions generally presented submission relating to the following areas:

- Rate relief for the Commercial and Industrial sectors
- Clearer budget documentation with a stronger emphasis on explaining the Council's surplus position, how the capital works program is funded and provision of detailed program costing
- Rate relief for commercially operated residential villages for retirees or disadvantaged residents
- Budget provision for accessible change facilities in the CBD

The community's involvement during the public consultation period has been very pleasing and the Council acknowledges and extends thanks to those who attended the community information sessions to discuss the draft budget.

The quality of the submissions received and spoken to was excellent and submitters are congratulated on the interest they have shown and the time taken to prepare and present submissions. In order for the Council to give full consideration to the number of issues raised, formal consideration of the 2012-2013 Budget was postponed for consideration until this Council Meeting.

#### **Budget Preparation**

The 2012-2013 Draft Budget was prepared in accordance with the requirements of the *Local Government Act 1989* and resources the functions and duties of the Council Plan to enable it to achieve the actions and activities set out in the Council Plan.

The 2012-2013 Draft Budget used, as the basis for all assumptions, the assumptions used in the development of the Strategic Resource Plan (SRP). These assumptions are contained in the 2012-2013 Budget document and provide a basis for the planning and delivery of all services that Council provides.

Having received submissions from the community, a number of changes have been proposed for Council's consideration, and these are outlined throughout this report.

In addition to above changes, feedback from the community highlighted their desire to

## 6. MANAGEMENT REPORTS

### 6.3 2012-2013 Budget (Continued)

better understand the budget documentation. In response an appendix has been created (Appendix B), which we hope explains how the statements and accounting surplus is converted to cash and used to fund the capital works and loan repayments.

#### 2012-2013 Budget at a glance

- Total Operating Expenses \$96.83 million
- Total Operating Revenues (excl Capital) \$93.82 million
- Capital Works Program \$31.37 million (including carry forward works from 2011-2012 of \$2.8 million)
- Total Capital Revenues \$8.82 million
- Total declared rates and charges revenue increase of 3.95 per cent
- Continue prompt payment incentive providing 1.50 per cent discount for ratepayers
- Increase to the municipal charge of \$50.00 on all properties
- Adjustment of rating effort to minimise rate increases on industrial and commercial improved properties
- Continued commitment to providing funding to deliver on Council's asset renewal requirements
- No new borrowings proposed

#### 2012-2013 Budget Highlights

In a particularly challenging financial environment for residents, business owners and council alike, the Council is proud to deliver a budget that attempts to maintain existing service levels as well as delivering strong investment in capital works without the use of new borrowings. The 2012-2013 Budget provides a number of highlights and Council encourages the community to access and review the budget document for further details. In addition to the services provided to the community, Council will continue with allocating funds to community plan initiatives, providing \$0.5 million designed specifically to undertake new projects and support our communities to develop local plans and initiatives. In terms of the capital works program, below are a number of highlights that have been included in the program.

#### Roads:

- Local roads reconstructions (\$2.57 million)
- Council roads preservation works (\$4.72 million)
- Roads to Recovery Program (\$1.45 million)
- Footpath upgrades (\$300,000)

#### Drains:

- Drainage projects under the Council's drainage replacement program (\$1.06 million)
- Mooroopna West Flood Mitigation works (\$500,000)
- Tatura Park drainage works (\$200,000)

#### Open Space and Recreation:

- Premier soccer facility works (\$1.10 million)
- Regional netball complex (\$370,000)
- Shepparton Showgrounds grassed arena works (\$335,000)
- Sporting Future Program (\$120,000)
- Tom Collins Drive Western wall protection works (\$150,000)
- Victoria Park Shelter and BBQ renewal works (\$180,000)



## 6. MANAGEMENT REPORTS

### 6.3 2012-2013 Budget (Continued)

#### Buildings:

- Vibert Reserve Pavilion development (\$300,000)
- Aquamoves utility management works (\$355,000)
- Building renewal works (\$951,000)

#### Plant and Equipment:

- Ongoing replacement of plant and fleet (\$2.00 million)
- Upgrade and replacement of Information technology (\$792,850)

#### Waste Management:

- Shepparton Transfer Station Development (\$1.70 million)
- Cosgrove Landfill 2 – Cell 3 cap construction (\$300,000)

#### Other:

- Safety Strategy CCTV's for the Shepparton Central Business District (\$250,000)
- Saleyards development works (\$422,000)

#### Risk Management

A well planned budget will reduce the risk that Council will not be able to provide the services expected and required by the community.

Council is required under section 130 of the *Local Government Act 1989*, to adopt a budget each year. The adoption of the 2012-2013 Budget at today's meeting will ensure compliance with this requirement.

#### Policy Implications

There are no conflicts with Council policy. The budget resources the Council Plan to enable the outcomes in the Council Plan to be achieved, including Council policies.

#### Best Value Implications

The budget is prepared and presented using the model budget developed by the Institute of Chartered Accountants in Australia in conjunction with the Municipal Association of Victoria, Local Government Financial Professionals and Local Government Professionals. Most Victorian councils use this model budget and this provides readers of the budget with the ability to compare with other councils.

#### Financial Implications

The Strategic Resource Plan developed by Council was used as a base to develop and guide the 2012-2013 Draft Budget which was placed out for public comment between 16 May and 13 June 2012.

As part of the section 223 consultation process, those making a budget submission can elect to be heard by the Council. Council heard ten submitters in support of their written submission and have since given consideration of all submissions and reviewed the draft budget. The following changes are proposed.

A two per cent reduction in total declared rates and charges to 3.95 per cent, down from 5.95 per cent in the draft budget. To achieve this savings of 1.07 million are required. The areas reduced to deliver the reduction are listed in the summary section of this report. With explanation shown below.

## 6. MANAGEMENT REPORTS

### 6.3 2012-2013 Budget (Continued)

- Additional grants commission funding

Council has received advice from the Federal Government that funding from the Grants Commission will be greater than provided for in the draft budget. The amount is not yet finalised and could be reduced depending on whether the final growth component is higher or lower. Therefore an extra income of \$100,000 has been estimated.

- Additional interest revenue

1. The State Government announced early payment of 50 per cent of Victorian Local Governments 2012-2013 grants commission funding allocation. This required the Council to recognise \$5.341 million in the forecast operating income in 2011-2012 and conversely reduce operating grants shown in 2012-2013 Budget.
2. Following notification of a successful application in the Building Better Regional Cities (BBRC) funding round, the Council will receive a total of \$5.4 million to assist in the provision of affordable housing. The Government paid the first instalment of \$2 million to Council on the 29 June 2012, which required a further adjustment to the 2011-2012 forecast capital income. Furthermore, in 2012-2013 provision has been made in the budget for a further \$2 million in grant income and \$1.8 million expenditure.

As a result if the extra income received interest income will increase. However, the markets have also moved and it would appear that the interest rates provided for in the draft budget may be higher than those now expected. As such an additional \$50,000 of interest income is estimated.

- Removing the resource recovery investment attraction brochure

Council had allocated \$10,000 for a investment attraction brochure for the resource recovery precinct in Daldy Road. Following advice from Goulburn Valley Water that, due to risk factors, they cannot at this stage support the development of this precinct. The \$10,000 has been removed from the budget.

- Increase in gate charges for commercial/industrial users of landfill

Council has noticed an increase in waste entering the Cosgrove Landfill Sites from outside the municipality. An examination for the reasons of this has become evident, that when benchmarked against neighbouring municipalities the fees charged at Greater Shepparton City Council for commercial/industrial waste was approximately \$40 to \$50 per tonne lower.

Therefore Council proposes to increase these gate charges by \$20 per tonne from \$110 to \$130 which will generate an estimated net increase in income of \$318,000.

- Reduction in Vibert Reserve capital expenditure allocation

Following the acceptance of a tender to commit to the extension of the Vibert Park Reserve building, with the contract sum being \$50,000 lower than expected, this has been removed from the budget.

## 6. MANAGEMENT REPORTS

### 6.3 2012-2013 Budget (Continued)

- Delaying GV Regional Library development (Net cost)

Council has an application with the State Government for \$750,000 for the improvements with the Library. Council's contribution is \$375,000. If Council was successful with this application it would be highly unlikely construction would be completed by 30 June 2013. Therefore the project with a Council net contribution of \$375, 000 has been removed from the budget.

If Council is successful, it will be required to allocate funds from its December or March budget reviews or from the 2013/14 budget.

- Reduction in roads to renewal funding

An amount of \$175,374 has been removed from the roads renewal budget.

Council needs to be aware that the above items in many cases are on-offs and do not impact on the operating expenditures, that would enable lower rate increases to be sustained into the future.

The service planning process, to be commenced in the near future will enable Council to examine its service delivery and determining where future savings in operating expenditures may be able to be obtained.

As part of the budget process, the Council has carried forward into 2012-2013, unfinished projects from 2011-2012, totalling \$2.8 million (refer appendix D of the budget document). As part of the year end process Council will identify those 2011-2012 projects relating to developer contributions, which were not completed. Council will place those unspent funds into a DCP Fund for use when the developments occur. The estimated value of these works is \$4.1 million. When the associated projects eventuate during 2012-2013, they will be incorporated into the budget at the appropriate quarterly review process.

Council has also received grant funds for early payment of the 2012-2013 Victorian Grants commission funding of \$5.34 million. Council has also received the first instalment of \$2 million for the Building Better Regional Cities funding during 2011-2012. In addition a second instalment of funding is expected in 2012-2013 of \$2 million as well as capital expenditure of \$1.8 million. The results of all of these amounts have been built into the 2012-2013 Budget.

During the 2012-2013 Budget process the Council has actively tried to address the issue of the defined benefits superannuation scheme shortfalls by creating a futures fund, which was identified in the draft budget. The Council has since received advice that a call will be made on Council's to again contribute to the fund and initial estimates suggest that Council will have a liability in the order of \$5 million. This liability will be due on 1 July 2013, so has not been built into to 2012-2013 Budget however when formal advice is forthcoming a report will be brought to Council outlining payment options.

#### **Victorian Charter of Human Rights and Responsibilities Act 2006 Implications**

This proposal does not limit any of the human rights provided for under the Victorian *Charter of Human Rights and Responsibilities Act 2006*.

## 6. MANAGEMENT REPORTS

### 6.3 2012-2013 Budget (Continued)

#### **Legal/Statutory Implications**

The 2012-2013 Budget is consistent with and conforms to all requirements of the *Local Government Act 1989* and any other relevant legislation.

#### **Consultation**

The 2012-2013 budget has been prepared using the current Council Plan and associated priorities and the long term strategic financial plan as the basis for Council decision making during the budget setting process.

The Council on Wednesday 16 May 2012, placed the statutory public notices in local newspapers advising the documents are available for inspection and that written submission are being sought in accordance with Section 223 of the *Local Government Act 1989*.

In addition to this statutory consultation a number of budget community forums were held as detailed below:

Shepparton RSL – 7pm to 9pm Tuesday 22 May 2012  
Tatura Ballantyne Centre – 7pm to 9pm Wednesday 23 May 2012  
Dookie Recreation Reserve – 7pm to 9pm Tuesday 29 May 2012  
Murchison Community Centre – 7pm to 9pm Wednesday 30 May 2012  
Merrigum Hall – 7pm to 9pm Tuesday 5 June 2012  
Tallygaroopna Recreation Reserve – 7pm to 9pm Wednesday 6 June 2012  
Mooroopna Hub – 7pm to 9pm Thursday 7 June 2012

It should also be noted that the 2012-2013 Draft Budget provides funding allocation and support for the nominated projects to proceed in both operational and capital works budgets, and where appropriate further community consultation will occur throughout the year specific to each project.

Officers believe that appropriate consultation has occurred and the matter is now ready for Council consideration.

#### **Strategic Links**

##### a) Greater Shepparton 2030 Strategy

The 2012-2013 Budget is linked to the Greater Shepparton 2030 Strategy via the Council Plan.

##### b) Council Plan

The 2012-2013 Budget is linked to the Council Plan by the funding of the strategic objectives contained in the Council Plan.

##### c) Other strategic links

The budget provides for the implementation of many strategies.

#### **Attachment**

2012-2013 Budget document.

## 6. MANAGEMENT REPORTS

### FROM THE SUSTAINABLE DEVELOPMENT DIRECTORATE

#### 6.4 Amendment C121 (Regional Rural Land Use Strategy) – Consideration of Panel Report and Adoption of Amendment

##### **Disclosures of conflicts of interest in relation to advice provided in this report**

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest in relation to the matter under consideration.

##### **Summary**

Amendment C121 to the Greater Shepparton Planning Scheme proposes to implement the recommendations of the *Regional Rural Land Use Strategy October 2008 (RRLUS)*, which was a joint project between the Greater Shepparton City Council, the Moira Shire and the Shire of Campaspe. The RRLUS was adopted by the Council at the Ordinary Council Meeting on 16 November 2010.

Amendment C121 was tabled at the Ordinary Council Meeting on 19 June 2012 for adoption. The recommendation put to the Council included the following minimum lot sizes in the Farming Zone:

- i. FZ1 – 60ha subdivision, 80ha ‘as of right’ dwelling and
- ii. FZ2 – 40ha subdivision, 40ha ‘as of right’ dwelling

This motion was lost.

At this Council Meeting, an alternate recommendation was foreshadowed. This alternate recommendation included the following minimum lot sizes in the Farming Zone:

- i. FZ1 – 40ha subdivision, 80ha ‘as of right’ dwelling and
- ii. FZ2 – 40ha subdivision, 40ha ‘as of right’ dwelling

This motion was also lost. As a result, no motion was carried at this meeting.

The Council Officers’ recommendation that was put before the Council at the Ordinary Council Meeting held on 19 June 2012 is being tabled again at the Ordinary Council Meeting on 17 July 2012. This motion was lost at the June Ordinary Council Meeting, therefore no determination was made regarding the matter. For Council to have a formal position on a matter a motion must be moved and a resolution passed.

Greater Shepparton City Council Local Law No. 2 does not prevent a Council Officer’s recommendation being re-listed at a future meeting. It also does not specify a timeframe in which the motion can again be put before the Council. Under Section 82 of Local Law No. 2, for a *Notice of Motion put by a Councillor that is Lost*, a similar motion cannot be put before the Council for at least three months, however this recommendation being re-listed is from Council Officers, for which no timeframe applies.

In accordance with Section 27 of the *Planning and Environment Act 1987*, the Council must consider the Panel’s report before deciding whether or not to adopt an amendment. Under Section 29 of the Act, the Council may adopt all or part of an amendment, with or without changes or can abandon the amendment under Section 28 of the Act. Section 31 of the Act requires the Council to submit the amendment to the Minister for Planning for approval.

Much discussion has arisen regarding proposed minimum lot sizes in the FZ and the four options put for consideration at the June Ordinary Council Meeting are no longer under

## 6. MANAGEMENT REPORTS

### **6.4 Amendment C121 (Regional Rural Land Use Strategy) – Consideration of Panel Report and Adoption of Amendment (Continued)**

discussion. There appears to be consensus regarding the inability to delineate between dry and irrigated land, however the minimum lot sizes have been heavily disputed. The debate regarding minimum lot sizes has focused solely on the two likely options outlined in this report and as a result, the other options put to the June Council Meeting have been excluded from consideration. The two options now being considered are those which were put for adoption at the June Council Meeting, being the original recommendation and the alternate recommendation as outlined above.

The minimum lot sizes included in the alternate recommendation (as above) effectively break the nexus between subdivision and 'as of right' dwellings – an important outcome of the RRLUS which is further supported in the Panel Report (page 111). The Panel are in strong support of ensuring there is no expectation that a house can be developed 'as of right' on new lots created through subdivision in the Farming Zones. Subdivision primarily makes possible the transfer ownership of land which, in rural areas, is to facilitate the productive agricultural use of that land. There should be no right to the development of a dwelling attached to a subdivision.

The minimum lot sizes included in the alternate recommendation (as above) provide a much improved outcome when compared with the pre-interim controls (with minimum lot sizes varying from 10ha to 80ha), as well as the adopted Council position at Panel (40ha minimum lot sizes for both subdivision and 'as of right' dwellings across all proposed Farming Zones). However, a minimum lot size of 40ha for subdivision in the proposed Farming Zone 1 was not supported by the Independent Planning Panel and the Panel Report stated that this change lacked strategic justification (page 41 and page 95 of the Panel Report).

The original recommendation – with minimum lot sizes of 60ha for subdivision and 80ha for 'as of right' dwellings in FZ1 and 40ha for both subdivision and 'as of right' dwellings in FZ2 – was recommended in the Panel Report as the appropriate approach if no delineation between dry and irrigated land could be prepared (page 113). These minimum lot sizes also effectively break the nexus between subdivision and 'as of right' dwellings and provide a reasonable compromise between the smaller lot sizes requested by land owners and the larger lot sizes initially exhibited. These lot sizes are close to the adopted Council position at Panel and are significantly lower than the current interim controls.

The current Schedule to the Farming Zone includes interim provisions relating to minimum lot sizes for 'as of right' dwellings and subdivisions. These were to exist while the draft RRLUS was placed on public exhibition and the associated planning scheme amendment was being finalised. These provisions expired on 26 June 2012.

A letter was sent to the Minister for Planning on 9 May 2012 requesting a Ministerial Amendment to extend the Schedule to the Farming Zone to extend the expiration date for the interim planning provisions related to minimum lot sizes for subdivision and 'as of right' dwellings. This was done prior to Council resolution due to the limited timeframe between the Ordinary Council Meeting on 19 June 2012 and the expiration of the interim controls on 26 June 2012. This request, however, was made conditional upon the Council resolving to seek this extension at the June Ordinary Council Meeting.

Following the June Ordinary Council Meeting, as no motion was carried, a letter was sent to the Minister for Planning on 20 June 2012 to withdraw the initial request for a

## 6. MANAGEMENT REPORTS

### 6.4 Amendment C121 (Regional Rural Land Use Strategy) – Consideration of Panel Report and Adoption of Amendment (Continued)

Ministerial Amendment to extend the interim controls. As a result, the interim controls lapsed on 26 June 2012 and controls have reverted to pre-interim provisions.

#### RECOMMENDATION

That having considered the Independent Planning Panel Report for Amendment C121 to the Greater Shepparton Planning Scheme, in accordance with Section 27(1) of the *Planning and Environment Act 1987*, the Council:

1. adopt the recommendations of the Independent Planning Panel including the amended Local Planning Policy Provisions with some changes
2. adopt Amendment C121, with changes as recommended by the Panel, in regard to the minimum lot sizes where the delineation of irrigated and dry land cannot be determined, being:
  - i. FZ1 – 60ha subdivision, 80ha ‘as of right’ dwelling; and
  - ii. FZ2 – 40ha subdivision, 40ha ‘as of right’ dwelling;
3. not adopt the recommendation that further work is required to be undertaken, with the exception of a review of the area around Trewin’s Road, Tallygaroopna as potential FZ2 due to the fragmentation of land in that area
4. not adopt the recommendation that lot sizes for subdivision or ‘as of right’ dwellings be linked to permanent water entitlements as a basis for decision making
5. for the purpose of the *Planning and Environment Regulations 2005*, section 10(e)(ii), provide the following reasons to the Minister for not adopting all of the recommendations of the Panel:
  - i. the ability to delineate between irrigated land and dry land is limited as the irrigation footprint for the region is constantly changing.
  - ii. this view is supported by G-MW, whose letter dated 16 May 2012 advises that such a delineation is not a practical or feasible option.
  - iii. significant strategic work for Amendment C121 has already been undertaken through the preparation of the RRLUS and this Amendment. Any future Planning Scheme Amendment associated with rural land in the municipality will be subject to further strategic work at the time of preparation of that amendment.
6. seek to reinstate the interim controls relating to minimum lot sizes for ‘as of right’ dwellings and subdivisions in the Farming Zone until the new provisions are approved by the Minister for Planning.
7. in accordance with Section 31 of the *Planning and Environment Act 1987*, submit Amendment C121 to the Minister for approval.

## 6. MANAGEMENT REPORTS

### 6.4 Amendment C121 (Regional Rural Land Use Strategy) – Consideration of Panel Report and Adoption of Amendment (Continued)

**Moved by Cr Ryan**

**Seconded by Cr Crawford**

That having considered the Independent Planning Panel Report for Amendment C121 to the Greater Shepparton Planning Scheme, in accordance with Section 27(1) of the *Planning and Environment Act 1987*, the Council:

1. adopt the recommendations of the Independent Planning Panel including the amended Local Planning Policy Provisions with some changes
2. adopt Amendment C121, with some changes as recommended by the Panel, but without the delineation of irrigation and dry land and with minimum lot sizes being:
  - i. FZ1 – 40ha subdivision, 60ha ‘as of right’ dwelling; and
  - ii. FZ2 – 40ha subdivision, 40ha ‘as of right’ dwelling;
3. not adopt the recommendation that further work is required to be undertaken, with the exception of a review of the area to the south of Trewin’s Road, as potential FZ2 due to the fragmentation of the land in that area
4. not adopt the recommendation that lot sizes for subdivision or ‘as of right’ dwellings be linked to permanent water entitlements as a basis for decision making
5. for the purpose of the *Planning and Environment Regulations 2005*, section 10(e)(ii), provide the following reasons to the Minister for not adopting all of the recommendations of the Panel:
  - i. There are already a high proportion of intensive rural enterprises existing on rural land in the region, resulting in an existing lot size distribution that is largely at or below the 40ha minimum.
  - ii. The 40ha minimum lot sizes are consistent with the default for the Farming Zone in the Victorian Planning Provisions;
  - iii. 40ha minimum lot sizes increases the pre-interim provisions relating to the Intensive Rural and Intensive Agriculture areas, in accordance with the broad thrust of the strategy;
  - iv. The minimum lot sizes in FZ1 effectively breaks the nexus between subdivision and ‘as of right’ dwellings, ensuring there is no expectation that a house can be developed ‘as of right’ on new lots created through subdivision in the Farming Zones, which is still generally in accordance with the principle recommended in the Panel Report.
  - v. the ability to delineate between irrigated land and dry land is limited as the irrigation footprint for the region is constantly changing.
  - vi. this view is supported by G-MW, whose letter dated 16 May 2012 advises that such a delineation is not a practical or feasible option.
  - vii. Significant strategic work for Amendment C121 has already been undertaken through the preparation of the RRLUS and this Amendment. Any future Planning Scheme Amendment associated with rural land in the municipality will be subject to further strategic work at the time of that amendment



## 6. MANAGEMENT REPORTS

### 6.4 Amendment C121 (Regional Rural Land Use Strategy) – Consideration of Panel Report and Adoption of Amendment (Continued)

6. seek to reinstate the interim controls relating to minimum lot sizes for 'as of right' dwellings and subdivisions in the Farming Zone until the new provisions are approved by the Minister for Planning.
7. in accordance with Section 31 of the *Planning and Environment Act 1987*, submit Amendment C121 to the Minister for approval.

**Cr Muto left the room at 2.01pm**

**Cr Muto returned to the room at 2.01pm**

#### **Moved by Cr Dobson**

That the motion be put.

In accordance with clause 92 of Council's *Local Law No. 2 Processes of Local Government and Common Seal*, the Chair was unable to accept the motion as Cr Dobson had already spoken to the motion.

**The motion was put and carried.**

#### **Background**

Amendment C121 to the Greater Shepparton Planning Scheme proposes to implement the RRLUS. The Strategy and associated amendment have been prepared in conjunction with the Moira Shire Council (Amendment C51) and the Shire of Campaspe (Amendment C69).

Amendment C121 generally proposes to implement the findings of the *Regional Rural Land Use Strategy October 2008* (RRLUS). Specifically, Amendment C121 proposes the following changes to the Greater Shepparton Planning Scheme:

- Amends the Schedule to the Farming Zone (at Clause 35.07) to introduce new Farming Zone categories and prescribe minimum lot sizes for subdivisions and dwellings within each category;
- Amends the Municipal Strategic Statement (MSS) at Clauses 21.01, 21.02, 21.04, 21.05, 21.06, 21.08 and 21.09 to make reference to the *RRLUS*;
- Introduces the Rural Conservation Zone (RCZ) provisions and associated Schedule from the Victorian planning Provisions at Clause 35.06;
- Amends the Planning Scheme maps to rezone land from the Farming Zone to the new Farming Zones, or to the Rural Conservation Zone.

Amendment C121 seeks to secure and promote the future of agriculture across the region through modifications to the Greater Shepparton Planning Scheme. At the same time, Moira Shire Council is progressing Amendment C51 and the Shire of Campaspe is progressing C69 to their respective Planning Schemes in order to achieve the desired outcomes across the wider region – an important outcome of the Strategy.

## 6. MANAGEMENT REPORTS

### 6.4 Amendment C121 (Regional Rural Land Use Strategy) – Consideration of Panel Report and Adoption of Amendment (Continued)

#### **Independent Planning Panel Report**

Following exhibition of Amendment C121, all submissions received by the Council were referred to an Independent Planning Panel in accordance with Section 23 of the *Planning and Environment Act 1987*. The Panel Report was received by the Council on 27 March 2012. The Panel Report supports the intent of the RRLUS and Amendment C121, recommending that the amendment be adopted subject to the outlined changes.

The key conclusions and recommendations from the Panel Report relevant to Greater Shepparton City Council are attached (see *Attachment 1 – Tables of Recommendations*).

#### **Officers' Recommendations**

Following consideration of the Panel Report, the Council is required to make a determination on the adoption of Amendment C121. The Independent Planning Panel is an impartial body appointed by the Minister for Planning, who makes the final decision on whether or not an amendment will be approved. Under Section 29 of the *Planning and Environment Act 1987*, the Council must consider the recommendations of the Panel and determine how the amendment is to be adopted.

At the June Ordinary Council Meeting, four options were put forward for consideration:

- 1) Adopt with all changes outlined in the Panel Report;
- 2) Adopt with some changes outlined in the Panel Report, with minimum lot sizes being:
  - i. FZ1 – 60ha subdivision, 80ha 'as of right' dwelling and
  - ii. FZ2 – 40ha subdivision, 40ha 'as of right' dwelling
- 3) Adopt without changes outlined in the Panel Report
- 4) Abandon the amendment.

Option 2 was recommended by the Council officers. At the Council Meeting, an alternate recommendation was foreshadowed. This recommendation was not one that had been outlined in the June Council Report for consideration, with minimum lot sizes being FZ1: 40ha subdivision / 80ha 'as of right' dwelling and FZ2: 40ha subdivision / 40ha 'as of right' dwelling. Following this Council Meeting, two options are now being considered. These two options are:

- 1) Adopt with some changes outlined in the Panel Report, with minimum lot sizes being:
  - i. FZ1 – 60ha subdivision, 80ha 'as of right' dwelling and
  - ii. FZ2 – 40ha subdivision, 40ha 'as of right' dwelling
- 2) Adopt without changes outlined in the Panel Report, with minimum lot sizes being:
  - i. FZ1 – 40ha subdivision, 80ha 'as of right' dwelling and
  - ii. FZ2 – 40ha subdivision, 40ha 'as of right' dwelling

It is the recommendation of the Council officers that Option 1 be adopted by the Council. This option effectively provides a consistent, acceptable control with regard to minimum lot sizes and removes the ambiguity associated with irrigated and dry land delineation. It also provides a reasonable compromise between the smaller lot sizes requested by land owners and the larger lot sizes initially exhibited. These lot sizes are close to the adopted Council position at Panel and are significantly less than the current interim controls. This option does not undermine the intent of the RRLUS, and provides certainty for agricultural land across the region.

## 6. MANAGEMENT REPORTS

### 6.4 Amendment C121 (Regional Rural Land Use Strategy) – Consideration of Panel Report and Adoption of Amendment (Continued)

#### Option 1:

This option is the same as the recommendation put to the Council at the June Ordinary Council Meeting (previously Option 2).

The amendment can be adopted with some of the changes outlined in the Panel Report. Council officers suggest that the recommendations regarding minimum lot sizes for subdivision and as of right dwellings be adopted as follows:

	<b>Minimum lot size for subdivision</b>	<b>Minimum lot size for 'as of right' dwelling</b>
<b>FZ1 – Growth &amp; Consolidation</b>	60ha	80ha
<b>FZ2 – Niche</b>	None specified (40ha default)	None specified (40ha default)

These minimum lot sizes do not delineate between dry and irrigated land. Due to the current uncertainty associated with irrigation in the region, it is difficult to clearly distinguish and map the actual irrigation footprint for the region as it is not static: water rights can be purchased and sold annually and land outside the declared irrigation district can be irrigated using groundwater and other means. Please see attached (*Attachment 2 – Copy of G-MW letter*) a letter from Goulburn-Murray Water supporting this recommendation.

This option recognises the fact that larger lot sizes for dwellings are necessary in the Farming Zone, as outlined in the RRLUS. In particular, this change is essential to avoid potential land use conflicts in the Farming Zone, such as dwellings not associated with farming activities, in order to promote and protect genuine agricultural practices (such as crop spraying and late night harvesting) and to further protect the capacity of land owners in the Goulburn Valley to produce food.

This option, with the minimum lot size for an 'as of right' dwelling in the FZ1 being 80ha, allows assessment of applications for dwellings in the Farming Zone by statutory planning officers. As a result, the construction of a dwelling on a lot below the minimum lot size threshold will not be prohibited, but will require a planning permit. This will not automatically result in a refusal, it simply means that in such cases it is possible for the proposal to be appropriately assessed having regard to the relevant planning considerations.

The lot sizes outlined in this option provide a reasonable compromise between the other lot sizes considered throughout the preparation of the Strategy and this amendment. The current (interim) minimum lot sizes are 100ha (Intensive) and 250ha (Broadacre) for both subdivisions and 'as of right' dwellings. Proposed minimum lot sizes exhibited for this amendment ranged from 40ha to 100ha (Irrigated) and 40ha to 250ha (Dryland). Following exhibition, the proposed minimum lot sizes for both 'as of right' dwellings and subdivision in all zones was reduced to 40ha as the result of Council resolution.

The Panel Report (page 41 and page 95) noted a lack of strategic justification for the 40ha minimum lot sizes in the both RRLUS and associated documentation, and did not support this change. It was also noted in the Panel Report that the 40ha minimum was inconsistent with the position of both Moira Shire and the Shire of Campaspe.

## 6. MANAGEMENT REPORTS

### 6.4 Amendment C121 (Regional Rural Land Use Strategy) – Consideration of Panel Report and Adoption of Amendment (Continued)

The lot sizes outlined in this option are close to the adopted Council position at Panel and are significantly less than the current interim controls. They are also consistent with the positions adopted by both Moira Shire and the Shire of Campaspe. This effectively provides a reasonable compromise without undermining the intent of the RRLUS, and provides certainty for agricultural land across the region.

A significant amount of strategic work has been undertaken to ensure that the RRLUS is comprehensive and complete. Council officers do not agree with the recommendation of the Panel that more strategic work is required as part of the amendment and this recommendation should not be supported by the Council.

The Panel Report (page 112) also recommends linking minimum lot sizes for subdivisions and 'as of right' dwellings to permanent water entitlements as a basis for decision making. This recommendation cannot be implemented as water entitlements are held unassociated with land.

The remaining recommendations regarding other aspects of the RRLUS to be incorporated into the Planning Scheme, including text changes in the Local Planning Policy, are supported (see *Attachment 3 – Draft revised MSS documentation*).

#### **Option 2:**

At the June Ordinary Council Meeting, an alternate recommendation was foreshadowed. The minimum lot sizes for subdivision and 'as of right' dwellings outlined in this recommendation had not previously been considered by the Council officers. The following analyses the implications associated with the alternate recommendation.

The Council may disagree with the changes outlined in the Panel Report and decide to adopt the amendment with changes not outlined in the Panel Report. This means that the amendment would be adopted with different provisions regarding minimum lot sizes for subdivisions and 'as of right' dwellings. In this case, Council officers suggest that the recommendations regarding minimum lot sizes for subdivisions and 'as of right' dwellings are adopted as follows:

	<b>Minimum lot size for subdivision</b>	<b>Minimum lot size for 'as of right' dwelling</b>
<b>FZ1 – Growth &amp; Consolidation</b>	40ha	80ha
<b>FZ2 – Niche</b>	None specified (40ha default)	None specified (40ha default)

These minimum lot sizes, as in Option 1, do not delineate between dry and irrigated land, and break the nexus between subdivision and 'as of right' dwellings, which is an appropriate approach (see *Attachment 2 – Copy of G-MW letter* and page 111 of the Panel Report), however is not supported by Council officers as there is less strategic justification to support the minimum lot size for subdivision in the FZ1.

The minimum lot sizes included in this option effectively break the nexus between subdivision and 'as of right' dwellings – an important outcome of the RRLUS which is further supported in the Panel Report (page 111). The Panel, as discussed in the Panel

## 6. MANAGEMENT REPORTS

### **6.4 Amendment C121 (Regional Rural Land Use Strategy) – Consideration of Panel Report and Adoption of Amendment (Continued)**

Report, are in strong support of ensuring there is no expectation that a house can be developed 'as of right' on new lots created through subdivision in the Farming Zones.

*Future Farming: Improving Rural Land Use* (the Independent Report to the Minister for Planning, December 2009), notes that minimum lot sizes for subdivision and development in the Farming Zone aims to draw a distinction between permitted and discretionary dwellings and constrains the division of rural land. This report (page 40) also states that subdivision primarily makes possible the transfer of ownership of land which, in rural areas, is to facilitate the productive agricultural use of that land. There should be no right to the development of a dwelling attached to a subdivision.

As per Option 1, with the minimum lot size for an 'as of right' dwelling in the FZ1 being 80ha, this allows assessment of applications for dwellings in the Farming Zone by statutory planning officers. As discussed in Option 1, this limits the potential for land use conflicts in the Farming Zone, such as dwellings not associated with farming activities, in order to promote and protect genuine agricultural practices and to further protect the capacity of land owners in the Goulburn Valley to produce food.

Although this option does achieve some of the objectives of the RRLUS and includes some changes as outlined in the Panel Report, these minimum lot sizes are difficult to justify. The Independent Planning Panel stated in the Panel Report (page 41 and page 95) that a 40ha minimum lot size for subdivision across the proposed Farming Zones lacked strategic justification. There is clear direction from the Panel Report that the position of the Council following exhibition of the amendment (40ha minimum lot size for subdivision across all Farming Zones) did not reflect the pre-interim controls, was not

supported by any of the strategic work undertaken as part of the RRLUS or the Amendment, and was inconsistent with the position of both the Shire of Campaspe and Moira Shire (page 41 and 95). For these reasons, Option 1 is the preferred option recommended by the Council officers.

Both Moira Shire and the Shire of Campaspe have adopted minimum lot sizes as outlined in Option 1. The Panel Report (page 41), refers to the underlying principle that the three Municipalities involved in the RRLUS take a consistent regional approach with regard to minimum lot sizes as was the original intent of the Strategy, and the 40ha minimum lot size for subdivision across both proposed Farming Zones contradicts this approach. The Panel Report expressed no support for the 40ha minimum lot size for subdivision across the proposed Farming Zones, and it is therefore unlikely that the Minister for Planning would approve these provisions.

A significant amount of strategic work has been undertaken to ensure that the RRLUS is comprehensive and complete. Council officers do not agree with the recommendation of the Panel that more strategic work is required as part of the amendment, and this recommendation should not be supported by the Council.

The Panel Report (page 112) also recommends linking minimum lot sizes for subdivisions and 'as of right' dwellings to permanent water entitlements as a basis for decision making. This recommendation cannot be implemented as water entitlements are held unassociated with land.

## 6. MANAGEMENT REPORTS

### 6.4 Amendment C121 (Regional Rural Land Use Strategy) – Consideration of Panel Report and Adoption of Amendment (Continued)

The remaining recommendations regarding other aspects of the RRLUS to be incorporated into the Planning Scheme, including text changes in the Local Planning Policy, are supported (see *Attachment 3 – Draft revised MSS documentation*).

#### **Assessment under the Planning and Environment Act 1987**

Under Section 12(1)(a) and (b) of the *Planning and Environment Act 1987*, the Council, as the planning authority, must implement the objectives of planning in Victoria and provide sound, strategic and coordinated planning of the use and development of land in its region. This amendment seeks to implement the objectives of planning in Victoria through the provision and protection of sustainable agricultural land across the region.

All Amendment C121 procedures comply with legislative requirements for amendment preparation, exhibition, submission consideration, panel stage and adoption in accordance with the *Planning and Environment Act 1987*.

Under section 29 of the Act, the planning authority must consider the Independent Planning Panel's Report before deciding whether to adopt the amendment with or without changes.

A planning authority adopts or abandons an amendment under sections 28 and 29 of the Act, with or without changes.

#### **Risk management**

In accordance with section 27 of the *Planning and Environment Act 1987*, the Council is required to consider the Independent Planning Panel's report before deciding whether or not to adopt the amendment. The Council is not required to adopt the recommendations of the Panel under the Act. As the Panel is appointed by the Minister for Planning, and is required to make recommendations based on net community benefit in the interests of all Victorians, it is possible that not accepting the Panel's recommendations could result in the amendment not receiving approval from the Minister for Planning, resulting in significant financial and resource costs for the Council.

#### **Policy implications**

There are no conflicts with existing Council policy.

#### **Financial implications**

In association with Campaspe and Moira Shire Councils, the Greater Shepparton City Council has financed the preparation and exhibition of the RRLUS and the associated amendment, including the costs associated with the Independent Planning Panel. These costs have been shared between the three Councils involved. The *Planning and Environment (Fees) Interim Regulations 2011* sets the statutory fees for the preparation, exhibition and adoption of planning scheme amendments.

The total costs of the Panel process amount to approximately \$118,000 – this amount was shared between the three Councils implementing the Strategy. Although the upfront costs of the Strategy and associated amendment are considerable, Amendment C121 seeks to secure and promote the future of agriculture across the region, resulting in positive financial directions for the municipality.

## 6. MANAGEMENT REPORTS

### 6.4 Amendment C121 (Regional Rural Land Use Strategy) – Consideration of Panel Report and Adoption of Amendment (Continued)

It is relevant to note that no budget has been requested for the implementation of the *RRLUS* for the 2012/13 financial year. Costs are unknown at this stage and will be established at a later date. The long term recommendations outlined in the Panel Report will result in significant financial and resource costs to the Council. No budget has been allocated to undertake this additional work resulting from the Panel recommendations.

#### **Victorian Charter of Human Rights and Responsibilities Act 2006 implications**

This Planning Scheme Amendment has been assessed in accordance with the requirements of the *Planning and Environment Act 1987* and the Greater Shepparton Planning Scheme. The assessment is considered to accord with the *Victorian Charter of Human Rights and Responsibilities Act 2006*. No human rights were negatively impacted upon through the amendment process, including during the exhibition, consideration of submissions and panel hearing stages. The rights of all individuals and groups with regard to Freedom of Expression, Right to be Heard, Entitlement to Participate in Public Life and Property Rights were upheld.

#### **Legal / statutory implications**

All procedures associated with Amendment C121 comply with legislative requirements for amendment preparation, exhibition, submission consideration, panel stage and adoption under the *Planning and Environment Act 1987*. The amendment is:

- Consistent with the Ministerial Direction on the Form and Content of Planning Schemes under Section 7(5) of the Act;
- Complies with Minister's Direction No 11, *Strategic Assessment of Amendments* and accompanying practice note, *Strategic Assessment Guidelines – revised August 2004*.

Under the provisions of section 27 of the *Planning and Environment Act 1987*, the Council must consider the Independent Planning Panel's Report before deciding whether or not to adopt the amendment.

#### **Consultation**

Extensive community consultation and exhibition has been undertaken for both the *RRLUS* and Amendment C121. The amendment was placed on exhibition from 17 February 2011 until 14 April 2011. Notices appeared in the Government Gazette, Shepparton News and Tatura Guardian.

Notice was posted to individual land owners as well as to relevant referral authorities and Prescribed Ministers during the exhibition of the amendment. Community Information Sessions were held at three locations – Katandra, Shepparton & Tatura – to give landowners an opportunity to discuss the amendment with Council Officers.

The Panel Report notes that the statutory requirements associated with the Amendment exhibition process were satisfied and exceeded.

#### **Strategic links**

##### Greater Shepparton 2030 – Strategy Plan:

Direction 4: Economic Development – “*Promote economic growth, business development and diversification, with a focus on strengthening the agricultural industry.*”

##### Council Plan:

Strategic Objective 4 – *Economic Development*

## 6. MANAGEMENT REPORTS

### **6.4 Amendment C121 (Regional Rural Land Use Strategy) – Consideration of Panel Report and Adoption of Amendment (Continued)**

*“Objective 20: Develop and pursue strategies to protect and enhance our irrigation based agricultural economy.”*

*“In the next four years:*

- *Finalise and adopt a Regional and Rural Land Use Strategy”*

Any other strategic links:

There are no other strategic links.

#### **Attachments**

1. Tables of Recommendations
2. Copy of G-MW letter
3. Draft revised MSS documentation



## 6. MANAGEMENT REPORTS

### 6.5 Amendment C110 (Greater Shepparton Heritage Study Stage IIB) – Consideration of Submissions

#### **Disclosures of conflicts of interest in relation to advice provided in this report**

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest in relation to the matter under consideration.

#### **Summary**

Amendment C110 to the Greater Shepparton Planning Scheme applies to:

- lands identified in the *Greater Shepparton Heritage Study Stage IIB* (HSIIB)
- lands which are currently subject to interim heritage controls and
- lands which are currently in the Heritage Overlay.

The amendment proposes to:

- implement the recommendations of the HSIIB by applying the Heritage Overlay to the identified land (HO156 to HO207)
- apply permanent controls to land which is currently affected by interim heritage controls and to remove the interim heritage controls which are no longer considered relevant
- correct a mapping inaccuracy relating to the siting of a place within the Heritage Overlay (HO3)
- amend the Municipal Strategic Statement to update local policy relating to cultural heritage matters
- introduce the *Greater Shepparton Heritage Incorporated Plan* into the Planning Scheme. This document will apply to both existing properties within and those being proposed for inclusion within the Heritage Overlay. It has been prepared to provide exemptions from the need to obtain a planning permit for minor works within the Heritage Overlay and
- revise external paint controls, tree controls and places which can be considered for prohibited uses.

The amendment was exhibited and twenty submissions were received. Of these submissions, ten requested changes to the exhibited amendment. The remainder were from statutory agencies and raised no objection, while two were from property owners in support of the amendment. Although it may be possible to resolve a number of the concerns expressed within these submissions, some of these issues are not resolvable. The Council should now refer these submissions to an Independent Planning Panel for consideration.

#### **Moved by Cr Houlihan Seconded by Cr Dobson**

That, having considered the submissions in accordance with section 22 of the *Planning and Environment Act 1987* to Amendment C110 to the Greater Shepparton Planning Scheme, the Council:

1. Refer all submissions to an Independent Planning Panel in accordance with Section 23 of the Act.
2. Request that the Minister appoint an Independent Planning Panel under Section 153 of the Act.

## 6. MANAGEMENT REPORTS

### 6.5 Amendment C110 (Greater Shepparton Heritage Study Stage IIB) – Consideration of Submissions (Continued)

Cr Houlihan sought an extension of time to speak to the motion.

**GRANTED**

**The motion was put and carried.**

**Cr Muto called a division.**

**Those voting in favour of the motion: Cr Crawford, Cr Dobson, Cr Ryan, Cr Hazelman, Cr Houlihan and Cr Polan**

**Those voting against the motion: Cr Muto.**

#### **Background**

The *City of Greater Shepparton Heritage Study Stage I* (HSI) was undertaken by SOMA Design Partnership in 2000 and 2001. The Study included the identification of 135 places of cultural heritage significance across the Municipality.

The *City of Greater Shepparton Heritage Study Stage II* (HSII) was undertaken by Allom Lovell & Associates in 2004. HSII incorporates the earlier research and findings of HSI. It included a comprehensive review of each of the places cultural heritage significance identified in HSI.

The recommendations of HSII were incorporated into the Greater Shepparton Planning Scheme on 27 September 2007 as part of the Planning Scheme Amendment C50. This Study also recommended that other places of cultural heritage significance be investigated as part of a follow-up study. Additionally, the Panel Report to Amendment C50 contained a recommendation that a more comprehensive survey be conducted in relation to heritage controls in the Shepparton CBD. The requirement for such an additional study has appeared in the current Council Plan 2009-2013.

HSIIB was prepared from 2009-2010 by the Council's current Heritage Advisor, Deborah Kemp. The Study's preparation was overseen by a Steering Committee including Councillors, Council staff and an officer from Heritage Victoria. The preparation of the Study has included a review of items recommended by members of the community, new and more detailed historical research including Tatura, pre-draft and draft consultation with affected landholders and occupiers, and extensive field work to identify potential items.

It identified gaps in the previous heritage studies and recommended a list of additional places of cultural heritage significance for inclusion within the Planning Scheme's Heritage Overlay as part of a future amendment. These include:

- Individually significant places in Shepparton and Tatura.
- The Study also proposes three new precincts:
  - Central Business Area Precinct
  - Macintosh Street Precinct and
  - Tatura Township Precinct.

## 6. MANAGEMENT REPORTS

### 6.5 Amendment C110 (Greater Shepparton Heritage Study Stage IIB) – Consideration of Submissions (Continued)

The Study consists of three volumes:

- Volume 1 containing a description of the key tasks and methodology used, a list of the properties proposed for inclusion in the Heritage Overlay, a list of properties for removal from the interim Heritage Overlay, proposed policies and planning permit exemptions and other recommendations
- Volume 2 containing a new and more extensive Contextual History of Tatura and
- Volume 3 containing the detailed data sheets including the Statement of Significance for the individually significant places and precincts.

HSIIB was adopted by the Council at the Ordinary Council Meeting on 21 September 2010. Amendment C110 to the Greater Shepparton Planning Scheme has been prepared to integrate the recommendations of HSIIB into the Planning Scheme. This amendment includes the following main components:

- The policy within the MSS relating to places of cultural heritage significance has been revised in Clause 21.05
- The policy within the MSS relating to places of cultural heritage significance has been revised in Clause 21.05
- A number of properties are proposed for inclusion in the Heritage Overlay
- A number of properties are being removed from the Heritage Overlay
- The external paint controls, tree controls and places where prohibited uses may be permitted within the existing Schedule to the Heritage Overlay at Clause 43.01 have been revised
- The amendment proposes to include the *Greater Shepparton Heritage Incorporated Plan* in the Planning Scheme, which will provide exemptions from the need for planning permits in certain circumstances for minor works and development and
- The proposed amendment has also reviewed the datasheets and mapping for the Shepparton Residential North and South Precincts to make their form and content consistent with that now used in Heritage Victoria's HERMES (HERitage Management Electronic System) database.

The amendment was exhibited from 12 April 2012 to 25 May 2012. Thirteen individually tailored cover letters, accompanied by all of the relevant amendment documentation, were prepared to precisely outline the manner in which the proposed amendment would affect individual land owners. In addition to this, these letters outlined four heritage advisor days where affected landowners could meet with the Council's Heritage Advisor and a Strategic Planner to discuss any additional concerns that they may have. Twenty-one such meetings occurred with affected landowners. Each of these meetings outlined the cultural heritage significance of the affected property and the manner in which the future developments needs of the affected landowners could be accommodated whilst preserving this significance.

Nineteen submissions were received during the exhibition period. In addition, one late submission was accepted. Of these, ten requested changes to the amendment. The remainder were from statutory agencies and raised no objection, while two were from property owners in support of the amendment. The main concerns raised in the submissions include:

- Oppose the inclusion of properties within the Heritage Overlay as it will prevent future redevelopment proposals from being realised

## 6. MANAGEMENT REPORTS

### 6.5 Amendment C110 (Greater Shepparton Heritage Study Stage IIB) – Consideration of Submissions (Continued)

- Oppose the removal of properties from the Heritage Overlay
- Support the inclusion of properties within the Heritage Overlay
- Section 24 of the National Transmission Network Sale Act, 1998 includes a number of immunities from State and Territory regulatory laws. This forbids the inclusion of a site owned and operated by a broadcasting facility within the Heritage Overlay
- Concerns regarding the extent of the Heritage Overlay associated with places of cultural heritage significance
- Suggestions of additional lots adjacent to places of cultural heritage significance be included within the Heritage Overlay
- Requests for address details to be corrected and
- The inclusion of property within the Heritage Overlay will lead to a potential loss of income and property value.

Council Officers' response:

- The properties included within HSIIB are considered to be of cultural heritage significance. The Heritage Overlay does not preclude the redevelopment of places of cultural significance: it simply guides future development proposals to respect the cultural heritage significance of the place.
- The Council should reconsider their resolution dated 21st September 2010, which resolved to remove those properties within HO152, HO153 and HO155 from the Heritage Overlay, and retain these properties within the Overlay where their cultural heritage significance can be given due consideration in the planning process.
- The grammatical, formatting errors and address corrections suggested within the submissions should be undertaken
- Suggestions for revisions to the extent of mapping associated with places of cultural heritage significance should be undertaken only in circumstances where the identified curtilage is considered excessive. It is vital that places of cultural heritage significance are given appropriate curtilages to allow for the understanding of their significance, as well as facilitating their future sympathetic reuse and redevelopment. There are to be some surveying costs associated with this recommendation to determine the extent of the revised Overlays that should apply to two places of cultural heritage significance; and
- It is beyond the scope of the amendment to address issues regarding potential property valuation impacts.

#### **Assessment under the Planning and Environment Act 1987**

Under Section 12(1)(a) and (b) of the *Planning and Environment Act 1987* the Council, as the responsible authority, must implement the objectives of planning in Victoria and provide sound, strategic and coordinated planning of the use and development of land in its area.

Additionally under Section 12(3)(b), the Council must do all things necessary to encourage and promote the orderly and proper use, development and protection of land in the area for which it is a planning authority.

Section 19 of the Act specifies that the Council must give notice of the amendment to every Minister, public authority and municipal council that it believes may be materially

## 6. MANAGEMENT REPORTS

### **6.5 Amendment C110 (Greater Shepparton Heritage Study Stage IIB) – Consideration of Submissions (Continued)**

affected by the amendment; and to the owners and occupiers of land that it believes may be materially affected by the amendment.

Under the provisions of Section 22 of the *Planning and Environment Act 1987*, the Council is required to consider all submissions made on or before the date set out in the notice of the amendment. In accordance with Section 23 of the Act, the Council must refer all unresolved submissions to an Independent Planning Panel.

All Amendment C110 procedures comply with legislative requirements for amendment preparation, exhibition and submissions consideration under then *Planning and Environment Act 1987*.

#### **Risk Management**

Section 23 of the *Planning and Environment Act 1987* requires that after considering a submission which requests a change to the amendment, the planning authority must:

- a) Change the amendment in the manner requested
- b) Refer the submission to a panel appointed under Part 8 or
- c) Abandon the amendment or part of the amendment.

There is a certain amount of uncertainty associated with referring submissions to an Independent Planning Panel as it is difficult to anticipate how the Panel members will respond to the submissions. However, it is expected that the Panel, appointed by the Minister for Planning, will act in the best interests of all Victorians, and as a result, all recommendations from the Panel Report will facilitate desired planning outcomes.

#### **Policy Implications**

There are no conflicts with existing Council policy.

#### **Financial Implications**

The statutory fees for amendments are prescribed by the *Planning and Environment (Fees) Regulations 2000*. The Council is the proponent of this amendment and is responsible for all costs associated with the amendment process, including the costs of the Independent Planning Panel.

There are to be some surveying costs to determine the extent of the revised Overlays applying to two places of cultural heritage significance. In addition, the proposed amendment proposes to increase the number of properties included within the Heritage Overlay. As a result, an increase in the number of Planning Permit applications would ordinarily arise. However, the proposed amendment also includes the *Greater Shepparton Heritage Incorporated Plan*, which removes a significant number of planning permit requirements for minor works within the Heritage Overlay. This will negate any additional increase in the number of planning permit applications that would require additional Council resources to process.

#### **Victorian Charter of Human Rights and Responsibilities Act 2006 Implications**

In *Smith v Hobson's Bay (Red Dot) 2010 (VCAT 668)* considered the link between planning decisions and the Charter.

*The Charter recognises that reasonable restrictions may be placed on the use and development of land, and that there may on occasion be reasonable and acceptable off-site impacts on others. There is an emphasis on*

## 6. MANAGEMENT REPORTS

### 6.5 Amendment C110 (Greater Shepparton Heritage Study Stage IIB) – Consideration of Submissions (Continued)

*performance based policies, objectives and guidelines that deal with a range of potential amenity impacts on a person's privacy and home. Provided these issues are properly considered, it would be a rare and exceptional case where the exercise of a planning discretion in accordance with the regulatory framework is not Charter compatible.*

Given the proposed planning amendment has been considered in accordance with the relevant parts of the *Planning and Environment Act 1987* and the *Greater Shepparton Planning Scheme* the decision does not contravene the Charter. The amendment does not limit any of the human rights provided for under the *Victorian Charter of Human Rights and Responsibilities Act 2006*.

#### **Legal/Statutory Implications**

All procedures associated with Amendment C110 comply with legislative requirements for amendment preparation, exhibition and submission consideration under the *Planning and Environment Act 1987*. The amendment is:

- Consistent with the Ministerial Direction on the Form and Content of Planning Schemes under Section 7(5) of the Act.
- Complies with Minister's Direction No 11, *Strategic Assessment of Amendments* and accompanying practice note, *Strategic Assessment Guidelines – revised August 2004*

#### **Consultation**

As part of the preparation of HSIIB, an extensive pre-draft consultation phase with the affected landowners in Tatura occurred. An additional informal draft consultation phase with all affected landowners identified in the Study was held from April 2010.

Following the preparation of the proposed amendment, public notice of the amendment, in accordance with Sections 17, 18 and 19 of the *Planning and Environment Act 1987* was given from 12 April 2012 to 25 May 2012. Formal notice was sent to affected landowners, relevant referral authorities and prescribed ministers in the form of individually tailored cover letters. Notices appeared in the Government Gazette, Tatura Guardian and Shepparton News.

Four heritage advisor days were subsequently held where affected landowners could meet with the Council's Heritage Advisor and a Strategic Planner to discuss any additional concerns that they may have. Twenty-one such meetings occurred with affected landowners.

Council Officers are continuing to meet with the various submitters in an attempt to resolve some of the concerns expressed within the submissions. However, it is foreseen that a number of the issues expressed within the submissions are unresolvable and should be referred to an Independent Planning Panel for consideration.

#### **Strategic Links**

##### a) Greater Shepparton 2030 Strategy Plan

##### Strategic Directions

*Direction 3: Environment – Conservation and enhancement of significant natural environments and cultural heritage.*

## 6. MANAGEMENT REPORTS

### 6.5 Amendment C110 (Greater Shepparton Heritage Study Stage IIB) – Consideration of Submissions (Continued)

#### b) Greater Shepparton Council Plan (2009 – 2013)

Strategic Objective 4 – Economic Development

*Strategy 18: Identify and respect our significant cultural and environmental assets.*

Our heritage is important and as we plan for the future, it is vital not to lose our past. We will work with community groups, government departments and other authorities to identify and protect significant built and natural environments across the municipality.

*In the next four years:*

- Engage and work cooperatively with the Aboriginal community to identify and preserve their culture
- Review and implement roadside management plans
- Complete and implement Heritage Study IIB.

#### c) Any other strategic links

There are no other strategic links.

#### **Attachments**

Nil.

## **6. MANAGEMENT REPORTS**

### **6.6 Appointment of Shepparton Show Me Committee Members**

#### **Disclosures of conflicts of interest in relation to advice provided in this report**

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

#### **Summary**

The guidelines applying to the Shepparton Show Me Committee outlines that members will be appointed to the committee for a period of two years with 50 per cent of the committee positions being eligible for nomination every 12 months.

Expressions of Interest for the two available committee positions were placed in the public notices section of the Shepparton News on Friday 25 May 2012 and Friday 1 June 2012 and The Adviser on Wednesday 30 May 2012. The Team Leader Marketing Promotions also approached members of the business community to ascertain interest.

Applications for these positions closed at 4.00pm on Friday 15 June 2012.

Three expressions of interests were received and are listed below:

Tristen Murray – Stubbs Wallace, Shepparton

Barry Smith – Mailworks, Shepparton

Chris McPherson – McPherson Media Group, Shepparton

The Shepparton Show Me Sub-Committee held a Special Meeting on 29 June 2012 to assess the applications, and endorsed the applications of Tristen Murray and Barry Smith, while recommending that an informal brainstorming session be held quarterly with key, interested parties, and that Chris McPherson be invited to engage with the Shepparton Show Me Committee via this process.

#### **RECOMMENDATION**

That the Council, having considered the nominations received for appointment to the Shepparton Show Me Committee, determine whether to appoint Tristen Murray and Barry Smith to represent Shepparton Show Me for a further term of two years, commencing Wednesday 18 July 2012.

#### **Moved by Cr Dobson**

#### **Seconded by Cr Houlihan**

That the Council, having considered the nominations received for appointment to the Shepparton Show Me Committee, determine to appoint Tristen Murray and Barry Smith to represent Shepparton Show Me for a further term of two years, commencing Wednesday 18 July 2012.

**Cr Dobson declared a conflict of interest and left the room at 2.31pm**



## 6. MANAGEMENT REPORTS

### 6.6 Appointment of Shepparton Show Me Committee Members (Continued)

#### Moved by Cr Crawford

That the motion be put.

In accordance with clause 92 of Council's *Local Law No. 2 Processes of Local Government and Common Seal*, the Chair was unable to accept the motion as Cr Crawford had already spoken to the motion.

#### Moved by Cr Ryan

That the motion be now put.

**CARRIED**

**The motion was then put and carried.**

#### Cr Dobson returned to the room at 2.37pm

#### Background

As stated in the guidelines applying to the delegation of authority to the Shepparton Show Me committee of management, section 8 outlines committee membership stating that;

8.1 The Committee shall comprise up to eight members, representative of the Greater Shepparton business community, two Councillors and a member of the Executive, appointed by resolution of the Council.

One of the two Councillors appointed by the Council will be appointed as Chairperson of the committee by the Council.

8.2 Members will be appointed for a period of two years (but may be removed by the Council at any time). Nominations will take place each year, with 50 per cent of the Committee positions eligible for nomination every twelve months. A member of the Committee shall be eligible for re-appointment at the expiration of his or her period of office.

8.3 The Council will call for registrations of interest from the community by way of a notice in the public notices section of a local newspaper before appointing business community representatives to the Committee.

As per the guidelines, nominations to join the Shepparton Show Me Committee were advertised in the Public Notices section.

Expressions of Interest were received and evaluated according to certain criteria which included:

- Established networks with a range of Shepparton businesses
- An innovative and creative approach to problem solving
- A willingness to work in a team environment
- An understanding of advertising and promotion
- Business planning and financial management skills
- An understanding of business issues across a broad range of industry sectors
- Ability to regularly attend monthly meetings

The assessment panel comprised:

## 6. MANAGEMENT REPORTS

### **6.6 Appointment of Shepparton Show Me Committee Members (Continued)**

Bill Dowling – Shepparton Show Me Secretary  
Shelley Sutton – Shepparton Show Me committee member  
Gerard Michel – Shepparton Show Me committee member  
John Montagner – Shepparton Show Me committee member  
Gerard Bruinier – Shepparton Show Me committee member  
Dean Rochfort – Shepparton Show Me committee member

The panel reviewed the applications, assessing them against the selection criteria and endorsing Barry Smith and Tristen Murray for appointment.

***Moved by Gerard Bruinier Seconded by Shelley Sutton***

***That the Shepparton Show Me Committee endorse the applications of Barry Smith and Tristen Murray and recommend to Council their appointment to the Shepparton Show Me Committee, and seek Chris McPherson's involvement in Shepparton Show Me via an informal quarterly brainstorming session.***

**CARRIED**

#### **Risk Management**

The appointment of replacement members through formal resolution of the Council reduces governance risks by ensuring that all members appointed to a committee are covered by the Council's public liability insurance.

The review panel assessed the applicants based on their responses to the selection criteria and have ensured their recommendations for committee members are representative of the broader business community.

#### **Policy Implications**

There are no conflicts with Council Policy.

#### **Best Value Implications**

The Best Value principles have been taken into account and the proposal is consistent with them.

#### **Financial Implications**

There are no financial implications associated with this proposal.

#### **Victorian Charter of Human Rights and Responsibilities Act 2006 Implications**

The proposal does not limit any of the human rights embodied in the Victorian *Charter of Human Rights and Responsibilities Act 2006*. The proposal embraces section 18 of the Act, allowing each person the opportunity to take part in public affairs.

#### **Legal/Statutory Implications**

The proposal conforms to legislation set out in section 86(2) of the *Local Government Act 1989* – a Council may appoint members to a special committee and may at any time remove a member of a special committee.

#### **Consultation**

The current Shepparton Show Me committee were advised of the process for recruiting new committee members at the monthly meetings prior to the closing date. Positions

## 6. MANAGEMENT REPORTS

### **6.6 Appointment of Shepparton Show Me Committee Members (Continued)**

were publicly advertised and following the closing date for submissions, committee members personally approached members of the business community to ascertain their interest in becoming a member of the Shepparton Show Me committee.

#### **Strategic Links**

##### a) Greater Shepparton 2030 Strategy

The Shepparton Show Me Committee is an important component of the development and delivery of the Council's objectives for the enhancement of the Shepparton business community. The committee supports the retail strategies outlined in the Greater Shepparton 2030 plan.

##### b) Council Plan

This proposal is consistent with the Council Plan 2009-2013:

Strategic Objective 3 – Revitalise and promote the Shepparton CBD as the region's premier retail and entertainment destination

Strategic Objective 24 – Ensure a coordinated and effective approach to economic and tourism development is maintained at all times

Strategic Objective 31 – Engage our community when making decisions

##### c) Other strategic links

As per the revised Economic Development Action Plan, Shepparton Show Me supports its objective of supporting the role and viability of the Shepparton CBD as the premier centre serving the region. Shepparton Show Me also supports promoting the area as a destination to live, work and invest, which also is a key objective found in the strategy.

#### **Attachments**

Nil.

## 6. MANAGEMENT REPORTS

### 6.7 Review of Victorian Commission for Gambling and Liquor Regulation (VCGLR) Approval of the Peppermill's Application for Electronic Gaming Machines

#### **Disclosures of conflicts of interest in relation to advice provided in this report**

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest in relation to the matter under consideration.

#### **Summary**

The Council received applications under the *Planning and Environment Act, 1987* (P&E) and the *Gambling Regulation Act, 2003* (GRA) to re-develop the Peppermill Hotel which includes 20 electronic gaming machines (EGM's). The application was widely advertised and five objections were lodged.

The Council resolved that the both of these applications achieved unacceptable outcomes and resolved to oppose the application under the GRA and resolved to refuse to grant a planning permit under the P&E Act.

At the VCGLR hearing the Council argued against the application, however the VCGLR decided that the application be granted.

The Council's lawyers Russell Kennedy Solicitors (RK) have reviewed the Commission's reasons for its approval of this application and believe that there are sufficient grounds of appeal and that the Council ought to make application to the Victorian Civil and Administrative Tribunal (VCAT) to review the VCGLR decision.

This review would seek to be joined with the planning review listed before VCAT and scheduled to commence its hearing on 24 July 2012.

It is the Planning Department's view that the Council should seek a review of the VCGLR's decision for the following reasons:

- RK have advised the VCGLR conclusion is at best tenuous and unsupported by any proper analysis against the GRA
- Within the VCGLR decision the commission stated the tipping point of the application was the community contributions and without these contributions the commission may have been minded to reject the application
- The Council is already involved in a VCAT dispute regarding the planning application and this application could be joined, and this will ensure a consistent approach of the Council opposing both applications at VCAT
- The Council's continued opposition to the application is consistent with the community feedback provided during the public notice of the planning application

#### **Moved by Cr Houlihan Seconded by Cr Crawford**

That the Council file an application to the Victorian Civil and Administrative Tribunal to review the Victorian Commission for Gambling and Liquor Regulation decision to approve the application on the following ground:

'The approval of the premises, at the Peppermill Hotel, Kialla, as suitable for gaming with twenty (20) electronic gaming machines will result in a net economic and social impact which would be detrimental to the well-being of the community of the municipal district of the Greater Shepparton City Council'

## 6. MANAGEMENT REPORTS

### 6.7 Review of Victorian Commission for Gambling and Liquor Regulation (VCGLR) Approval of the Peppermill's Application for Electronic Gaming Machines (Continued)

Cr Houlihan sought an extension of time to speak to the motion.

**GRANTED**

**The motion was then put and carried.**

**Cr Muto called a division.**

**Those voting in favour of the motion: Cr Crawford, Cr Dobson, Cr Hazelman, Cr Houlihan and Cr Polan**

**Those voting against the motion: Cr Ryan and Cr Muto.**

#### **Proposal in Detail**

The Greater Shepparton local government area has a cap of 329 gaming machines. These gaming machines are within seven venues in Shepparton, Mooroopna and Tatura.

The application seeks to increase the number of venues with electronic gaming machines (EGM's) from seven to eight but does not increase the number of EGM's above 329.

The VCGLR has considered the application under the GRA and decided that the application be granted subject to the following condition:

*Mt Dandenong Tourist Hotel Pty Ltd will provide to the Commission evidence of its financial community contributions annually from the date of the installation of electronic gaming machines in the approved venue*

The community contribution required to be made by the Peppermill Hotel is set at \$30,000 annually.

#### **Assessment**

The application to VCAT would be a merits review of the decision; as such, VCAT will consider the matter afresh, just as it would when dealing with a review of a responsible authority's decision with respect to an application for a planning permit.

RK have made the following observations regarding the VCGLR's decision:

*Given the matters that appear to have been taken into account (according to the reasons), and the conclusions reached by the Commission, we consider that there is a real prospect that the Tribunal may well determine to refuse the permission sought. This would particularly be so, if the applicant persists with the evidence led in the Commission.*

*It would appear from the reasons that the critical factor which influenced the Commission was that the applicant had committed to cash contributions of \$30,000*

## 6. MANAGEMENT REPORTS

### 6.7 Review of Victorian Commission for Gambling and Liquor Regulation (VCGLR) Approval of the Peppermill's Application for Electronic Gaming Machines (Continued)

*pa (indexed to CPI for the life of the egm entitlements) to community groups within the municipality. At paragraph 74 of the reasons, the Commission observed:*

*74 The Commission notes that the 'tipping point' in respect of this application was the Applicant's commitment to provide the cash contributions proposed. Without these contributions, the Commission may have been minded to reject the application on the basis that the risk of an increase in problem gaming as a result of approval of the application was not outweighed by the benefits of the application. Accordingly, and notwithstanding the undertaking proffered by Mr Cook, the Commission has determined it is appropriate to impose a condition on this approval to ensure that the Applicant makes good on its promise to provide the cash contributions."*

*Such a conclusion is at best tenuous and unsupported by any proper analysis against the test under the Gambling Regulation Act 2003.*

This statement is based on the following analysis of the VCGLR's decision from RK:

*The test under the Gambling Regulation Act requires the Commission to consider the social and economic impacts of the approval of the proposal to install EGMs on the wellbeing of the Shepparton community.*

*A significant consideration in undertaking that analysis must be the impact that an approval will have on problem gamblers in the community and whether the resulting risk to those gamblers cannot be outweighed by any social and economic benefits of the proposal.*

*The applicant did not demonstrate that the proposal would not present a risk to problem gamblers.*

*The Commission concluded that, despite what it acknowledged to be a risk of an increase in problem gambling associated with the proposal, this risk was balanced by the hotel's representations to the Commission that it was a best practice gaming provider, the relatively less disadvantaged residents surrounding the hotel and their existing exposure to EGMs in Shepparton. We do not accept that the factors identified by the Commission result in the risk of problem gaming associated with the proposal having a neutral social impact on the community.*

*The Commission concluded that the main economic benefit of the proposal was the undertaking by the hotel to pay a \$30,000.00 annual community contribution, to be paid to unspecified community groups/organisations.*

*The evidence did not demonstrate that the distribution of \$30,000.00 per annum would in any way address the anticipated increase in problem gambling in the community that is associated with EGMs or even negate the risk of an increase in problem gambling resulting from the approval. This is particularly so, given that there was no evidence of the present incidence of problem gambling and, therefore, the extent of the anticipated increase in problem gambling.*

## 6. MANAGEMENT REPORTS

### 6.7 Review of Victorian Commission for Gambling and Liquor Regulation (VCGLR) Approval of the Peppermill's Application for Electronic Gaming Machines (Continued)

*As such, it is our view that the conclusion reached by the Commission in paragraph 74 of the reasons does not adequately address the test contained in the legislation and, critically, that paragraph made it clear that the Commission would not have approved the proposal without the community contribution.*

Should the Council decide to seek a review of the VCGLR's decision it would be on the ground of:

The approval of the premises, at the Peppermill Hotel, Kialla, as suitable for gaming with twenty (20) electronic gaming machines will result in a net economic and social impact which would be detrimental to the well-being of the community of the municipal district of the Greater Shepparton City Council.

This ground would be supported by additional evidence from the Council's expert being 10 Consulting Group.

Based on the Council's legal advice, it is recommended that the Council resolve to seek a review of the VCGLR's decision at VCAT.

#### **Risk Management**

The decision to apply to review the decision of the VCGLR to VCAT does not open the Council to any significant risks. The VCAT appeal if the Council was unsuccessful would not cause rise to an application for costs against the Council.

#### **Policy Implications**

There are no conflicts with the Council's planning policies.

#### **Financial Implications**

The review by Victorian Civil and Administrative Tribunal (VCAT) would require each respective party to bear its own costs.

Should the Council decide to seek a review of the VCGLR's decision, the cost implications to the Council are not significant, as the Council is already involved in a VCAT review of the planning application.

On the basis of the two VCAT applications being joined, it is estimated it may cost the Council \$25,000 to run the appeals.

#### **Victorian Charter of Human Rights and Responsibilities Act 2006 Implications**

In *Smith v Hobsons Bay* (Red Dot) 2010 (VCAT 668) consider the link between planning decisions and the Charter.

*The Charter does not manifestly change the role and responsibility of the Tribunal. Implicitly, the Tribunal already considers the reasonableness of potential infringements on a person's privacy and home in its day-to-day decision making, in dealing with issues such as overlooking (as in this case), overshadowing, noise, environmental constraints and a variety of other issues and potential amenity impacts within the planning regulatory framework. That framework recognises that reasonable restrictions may be placed on the use and development of land, and that there may on occasion be reasonable and acceptable off-site impacts on others. There is an emphasis on performance based policies, objectives and*

## 6. MANAGEMENT REPORTS

### **6.7 Review of Victorian Commission for Gambling and Liquor Regulation (VCGLR) Approval of the Peppermill's Application for Electronic Gaming Machines (Continued)**

*guidelines that deal with a range of potential amenity impacts on a person's privacy and home. Provided these issues are properly considered, it would be a rare and exceptional case where the exercise of a planning discretion in accordance with the regulatory framework is not Charter compatible.*

Given the proposed planning application has been considered in accordance with the relevant parts of the Greater Shepparton Planning Scheme, the decision does not contravene the Charter.

#### **Legal/Statutory Implications**

The responsible authority's decision may be subject to an application for review by VCAT.

Given the decisions under the *Gambling Regulation Act, 2003* and *Planning and Environment Act, 1987* are subject to different considerations, it is possible that the Commission and Council could reach different determinations. For 20 EGMS to be used and installed, consents need to be granted under both Acts.

#### **Consultation**

The planning application was advertised by written notice to adjoining land owners and within the Shepparton News. The public notice period was extended as the sign on site was not at first satisfactorily displayed.

In response to this public notice five objections were lodged with the Council.

Should the Council decide to review the VCGLR decision it will be in support of the objectors opposition to the application.

#### **Strategic Links**

##### **a) Greater Shepparton 2030 Strategy**

The key features to note about the population of Shepparton:

- From 1996 to 2003 Shepparton has experienced higher population growth rates than other urban centres in the municipality, and higher than averages for Regional Victoria and Victoria.
- Shepparton has a relatively young population and high proportion of people of working age
- Shepparton is a multicultural city. It has a higher proportion of residents who were born overseas when compared to Regional Victoria
- The average household size in Shepparton is higher than the average for Regional Victoria and Victoria
- Per capita income levels are higher than the average for Regional Victoria

##### **b) Council Plan**

Key strategic objective 2 – community life

(11) Ensure social issues are actively considered when making planning decisions.

##### **c) Other strategic links**

Greater Shepparton Public Health Plan

*Council is committed to promoting and supporting healthy living in all the communities which make up Greater Shepparton*

#### **Attachment**

VCGLR Reasons for decision



## 6. MANAGEMENT REPORTS

### 6.8 Shepparton Show Me Reference Group – Terms of Reference

#### **Disclosures of conflicts of interest in relation to advice provided in this report**

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest in relation to the matter under consideration.

#### **Summary**

Following the Ordinary Council meeting held on 17 April 2012 where Cr Hazelman successfully moved a motion which included a direction to Council officers *“to review and report, following consultation with the commercial and industrial sector, on the most appropriate arrangements for attracting consumers of retail and business services to Shepparton, and to examine waiving the differential rate while the review of the Shepparton scheme is undertaken”*, draft Terms of Reference for the Review of Shepparton Show Me have been developed and are now presented to Councillors for consideration of adoption.

#### **RECOMMENDATION**

That the Council:

1. adopt the Shepparton Show Me Reference Group Terms of Reference
2. call for nominations for the Reference Group, with advertising commencing Friday 20 July and closing Friday 3 August at 5.00pm
3. nominate two Councillors to the Committee, with one nominee to be Chair of the Reference Group.

#### **Moved by Cr Crawford Seconded by Cr Dobson**

That the Council:

1. adopt the Shepparton Show Me Reference Group Terms of Reference
2. call for nominations for the Reference Group, with advertising commencing Friday 20 July and closing Friday 3 August at 5.00pm
3. nominate Cr Polan (Mayor) and Cr Hazelman (Deputy Mayor) to the Committee, with one nominee to be Chair of the Reference Group.

#### **Amendment Moved by Cr Muto**

That the Council:

1. adopt the Shepparton Show Me Reference Group Terms of Reference
2. call for nominations for the Reference Group, with advertising commencing Friday 20 July and closing Friday 3 August at 5.00pm
3. nominate Cr Polan (Mayor), Cr Hazelman (Deputy Mayor) and Cr Muto to the Committee, with one nominee to be Chair of the Reference Group.

## 6. MANAGEMENT REPORTS

### 6.8 Shepparton Show Me Reference Group – Terms of Reference (Continued)

The Chair ruled that Cr Muto's amendment was not permissible as it changed the intent of the motion before the Council.

#### Moved by Cr Crawford

That the motion be put.

In accordance with clause 92 of Council's *Local Law No. 2 Processes of Local Government and Common Seal*, the Chair was unable to accept the motion as Cr Crawford had already spoken to the motion.

#### Moved by Cr Ryan

That the motion be now put.

**CARRIED**

#### Cr Muto called a division.

Those voting in favour of the motion: Cr Crawford, Cr Dobson, Cr Ryan, Cr Hazelman, Cr Houlihan and Cr Polan

Those voting against the motion: Cr Muto.

The motion was then put and carried.

#### Cr Muto called a division.

Those voting in favour of the motion: Cr Crawford, Cr Dobson, Cr Ryan, Cr Hazelman, Cr Houlihan and Cr Polan

Those voting against the motion: Cr Muto.

#### Background

At the Ordinary Council Meeting held on 17 May 2011, Councillor Crawford successfully moved a Notice of Motion that:

*"The Council's Internal Audit Committee undertake a review of and make recommendations on the most appropriate arrangements for the administration and expenditure of the funds raised by the Shepparton Promotions Scheme".*

Pitcher Partners were consequently engaged, with support of the Audit and Risk Management Committee (ARMC), to undertake an independent audit report on the:

- Section 86 Committee requirements in relation to the *Local Government Act 1989*
- Administration of the Shepparton Show Me Committee
- Delegations undertaken by the Shepparton Show Me Committee.

The final report was presented to the ARMC at its meeting of 14 December 2011 and

## 6. MANAGEMENT REPORTS

### **6.8 Shepparton Show Me Reference Group – Terms of Reference (Continued)**

received its endorsement. The significance of the issues identified in the report resulted in the ARMC resolving to submit the report to Council along with strong recommendations to rectify the issues in a timely manner.

These recommendations were considered and endorsed by Council at the Ordinary Council Meeting held on 17 January 2012, including the requirement for the Shepparton Show Me Committee to review the Instrument of Delegation and Guidelines.

At the Ordinary Council Meeting held on 17 April 2012, Councillor Hazelman successfully moved the following motion:

*That the Council:*

1. *Adopt the proposed instrument of Delegation and Guidelines for the Shepparton Show Me Committee, as recommended by management*
2. *Undertake an intensive financial audit of the committee operations*
3. *Direct Council officers to:*
  - *review and report, following consultation with the commercial and industrial sector, on the most appropriate arrangements for attracting consumers of retail and business services to Shepparton and*
  - *examine waiving the differential rate while the review of the Shepparton scheme is undertaken.*

The draft Terms of Reference propose the following objectives of the appointed reference group:

- To review the effectiveness of the current Shepparton Show Me promotions
- To make recommendations to Council on the most effective model to promote Shepparton's commercial and industrial businesses
- To identify and recommend to Council the principles that Council should consider when allocating the contribution to Shepparton Show Me
- To review and recommend to Council changes, if any, to the objectives of Shepparton Show Me and advise as to why, if any, objectives are not being met
- To review and recommend to Council changes, if any, to the structure of, or the governance model applicable to Shepparton Show Me
- To review and recommend the amount of total rates collected from properties for the Shepparton Show Me promotional scheme.

It is proposed within the draft Terms of Reference document that the reference group comprise of 11 members as outlined below:

- Councillors (2 with one Councillor appointed Chairperson)
- Shepparton Chamber of Commerce and Industry (1)
- Former Chairs of Shepparton Show Me (2)
- Representative of the legal profession (1)
- Tourism Greater Shepparton (1)
- Shepparton Business Community – commercial (2)
- Shepparton Business Community – industrial (2).

Consideration has been given to Councillors' request for officers to examine the waiving of the part of the differential rate that includes an allocation for Shepparton Show Me while the review of the Shepparton scheme is undertaken. Waiving of the differential rate is not recommended by officers as it is believed that the current arrangements should

## 6. MANAGEMENT REPORTS

### **6.8 Shepparton Show Me Reference Group – Terms of Reference (Continued)**

continue until the Reference Group has had an opportunity to undertake a review and make recommendations to Council, including the recommendation on the amount of total rates collected for the scheme.

#### **Risk Management**

Consideration has been given to risk management issues during the development of the Shepparton Show Me Reference Group Terms of Reference with the following risks identified:

- the Reference Group may make recommendations to Council that, after consideration, Council decides not to adopt, and this may cause Council negative publicity
- the Council may adopt recommendations from the Reference Group that may cause Council negative publicity.

#### **Policy Implications**

Recommendations contained in this report are consistent with Council policy.

#### **Best Value Implications**

The Best Value principles have been taken into account and the options presented within this proposal are consistent with them.

#### **Financial Implications**

There are no financial implications associated with the adoption of Terms of Reference for the review of Shepparton Show Me. The officers' recommendation to not waive the differential rate while the review is being undertaken has obvious financial implications for Council that the differential rate will continue to be collected.

#### **Victorian Charter of Human Rights and Responsibilities Act 2006 Implications**

This proposal does not limit any of the human rights provided for under the *Victorian Charter of Human Rights and Responsibilities Act 2006*.

#### **Legal/Statutory Implications**

The options outlined within this report are consistent with the *Local Government Act 1989*.

#### **Consultation**

The Audit and Risk Management Committee engaged Pitcher Partners to consult with all Shepparton Show Me Committee members, a past Committee member, the Manager Economic Development, Team Leader Marketing and Promotions and Marketing and Promotions Officer to inform the original Audit report.

The draft Terms of Reference document has been distributed to The Executive Team and other relevant internal staff for feedback, and relevant feedback incorporated.

The draft Terms of Reference document proposes that the Reference Group comprise of 11 members, comprising two Councillors, and representatives from the Shepparton Chamber of Commerce and Industry, the legal profession, Tourism Greater Shepparton, the commercial and industrial sectors of the business community and former Chairs of Shepparton Show Me.

The call for nominations for the reference group will be advertised in the public notices section of the Shepparton News on Friday 20 July and Friday 27 July, with applications

## 6. MANAGEMENT REPORTS

### **6.8 Shepparton Show Me Reference Group – Terms of Reference (Continued)**

closing on Friday 3 August at 5.00pm. Nominations will be considered at the Ordinary Council Meeting to be held on Tuesday 21 August 2012.

#### **Strategic Links**

##### a) Greater Shepparton 2030 Strategy

Report No. 5 – Economic Development Theme

##### b) Council Plan 2009 – 2013

Strategic Objective 3 – Revitalise and promote the Shepparton CBD as the region's premier retail and entertainment destination.

Strategic Objective 35 – Provide best practice management and administrative systems and structures to support the delivery of Council services and programs.

##### c) Other strategic links

No other strategic links have been identified.

#### **Attachment**

Draft Shepparton Show Me Reference Group Terms of Reference

## 6. MANAGEMENT REPORTS

### 6.9 Itinerant Traders Policy and Procedures

#### **Disclosures of conflicts of interest in relation to advice provided in this report**

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

#### **Summary**

The purpose of this options paper is to provide the council with a proposed Itinerant Traders Policy with associated procedures for adoption.

#### **RECOMMENDATION**

That Council adopt the proposed Itinerant Traders Policy and Procedures.

#### **Moved by Cr Houlihan Seconded by Cr Dobson**

That Council adopt the draft Itinerant Traders Policy and Procedures, and allow 21 days for public comment and present the Itinerant Traders Policy and Procedures to the August Ordinary Council Meeting for final consideration.

Cr Houlihan sought an extension of time to speak to the motion.

**GRANTED**

**The motion was then put and carried.**

#### **Background**

The Council had an Itinerant Traders Policy that lapsed in 2009. A copy of the Policy is attached for information. As a result of an approach by two people who wanted to undertake trading from food vans on council managed property a decision was made to have this determined by the council due to the lapsed policy. In the meantime a current operator operating without a valid permit was instructed to cease operation. This decision was later revised and permission was granted by the then CEO to the current operator to continue to trade. Recent information indicates that the operator may again be in trading. Officers are currently investigating this claim.

Food vans need a Food Act registration to enable them to sell food. They are not allowed to sell cigarettes or alcohol from a food van. If they are to operate from Council owned or managed land they also need a local laws permit. The Itinerant Traders Policy and Procedures allows Council Officers to manage the process of issuing permits.

In determining the Policy, Council Officers had regard to comments made by Vic Police. Vic Police have indicated that as a result of issues surrounding persons within the CBD who gather ostensibly to cause trouble, the police together with the Council, community leaders, liquor licence holders, chamber of commerce members, justice agencies and other interested parties have developed a number of initiatives which are designed to lessen the problems that have and are occurring.

These initiatives include:

## 6. MANAGEMENT REPORTS

### 6.9 Itinerant Traders Policy and Procedures (Continued)

- Dedicated uniform foot patrols of the Shepparton CBD on Friday and Saturday evenings, between the hours of 7.00 p.m. and 3.00 p.m. These police members are rostered to provide a visible police presence and to deal with crime and anti-social issues on the streets, which primarily relate to licensed venues. This places an enormous strain on station rostering and is in addition to normal night shift rostering.
- The implementation of a 3.00 a.m. 'lockout' at all late night venues, which significantly reduces the numbers of persons wandering between venues after 3.00 a.m.
- The establishment of the '*Street Rider – Night Bus Service*' which has been very successful in reducing the number of persons walking home from late night venues.
- The introduction of targeted operations, utilising specialist police from across the State.
- The recent implementation of a 'Barred Patrons' policy, which effectively means that troublesome patrons will be barred from entering all late night establishments for a specified period of time.
- Targeted enforcement of liquor licensing laws.

Whilst these initiatives are working and have reduced the number of incidences in the streets they are not aimed at reducing the numbers of people at licensed premises. The concerns about the Itinerant Traders include:

1. Congregation of people after licensed premises have closed providing an atmosphere that may lead to assaults and anti-social behaviour.
2. The location of vans in Wyndham Street which can be a hazard with vehicle traffic on a major highway.
3. Patrons leaving venues after 3.00am to grab a quick bite to eat before trying to enter another venue after the voluntary 'lock-out' time and the potential impact this may have on adjacent licensed premises and their staff
4. The presence of food vans outside licensed premises that may attract under-aged youth and others who have been banned from licensed premises
5. Existing permanent food operators are open and cater better for numbers of people seeking food.

Discussions were also had with the manager of a local licensed premises who indicated that they would not support the location of a food van adjacent to their premises. The reason expressed was that once the premises closed for the evening they wished to see their patrons clear the immediate area of their premises. There was also a concern that other persons who were not patrons of their premises may be 'hanging' around these food vans and this may lead to confrontations.

A previous operator and a previous applicant for a food van permit do not support a ban on Food van operations. They both believe that the food vans provide a service to the community especially those who have been attending nightclubs.

The lapsed Itinerant Traders Policy only allowed the operation of food vans at specific locations including two at the Victoria Park Lake (one opposite Hayes Street within the park and one adjacent to the car park at the northern end of the lake), one in the Maude Street Mall and one at Ferrari Park in Mooroopna. These sites were identified for use during daylight hours.

The Policy required the calling for tenders to operate for all sites. This was never undertaken as the demand has not, until recently, been there. It also allows for only two

## 6. MANAGEMENT REPORTS

### **6.9 Itinerant Traders Policy and Procedures (Continued)**

food vans to operate within residential areas of the Municipality (these are typically ice cream vendors operating during daylight hours).

Both the previous operator and one of the previous applicants would like to see the availability of operation with sites being identified in Wyndham Street (where the current operator operates from) and in High Street outside Corporate Express.

In the proposed Itinerant Traders Policy and associated Procedures sites have been identified in the following areas:

1. Vic Park Lake on the east side opposite the Hayes Street intersection – one site
2. Vic Park Lake near the car park on the northern end of the Lake – two sites are suggested here with a suggestion that one site be reserved for not for profit organisations
3. Ferrari Park – Mooroopna – one site

It is intended that these sites operate during daylight hours only except where there may be a specific event occurring and that they operate as part of the event. Permits will still be offered through a tendering process that will occur on an annual basis. Where there is an event approved by a council in an area where there may be an itinerant trader operating, the itinerant trader will be able to continue to trade during the event.

Coffee vans and 'smoko' vans will not be covered by this policy as they operate on private property when they call at business place of works.

#### **Risk Management**

The degree of risk will be managed through conditions placed on permits and the adoption of an appropriate policy and procedures.

#### **Policy Implications**

This is a new policy to be adopted by the Council.

#### **Best Value Implications**

There are no implications for best value in this matter.

#### **Financial Implications**

There are no major financial implications for the council in regard to this matter except if there is a need for council Community Rangers to regularly police the sites to ensure permit conditions are being complied with. The issuing of permits will generate some income for the council but it is expected that this will be offset by inspections by Council's Community Rangers.

#### **Victorian Charter of Human Rights and Responsibilities Act 2006 Implications**

This proposal does not limit any of the human rights provided for under the *Victorian Charter of Human Rights and Responsibilities act 2006*.

#### **Legal/Statutory Implications**

The Council has the legal responsibility to make decisions on Itinerant Traders operating on land managed and/or owned by the Council.

#### **Consultation**

In developing this paper that author spoke to representatives from Victoria Police, a



## 6. MANAGEMENT REPORTS

### **6.9 Itinerant Traders Policy and Procedures (Continued)**

representative from a licensed premises, Council Officers, a previous applicant and a previous operator.

Officers believe that appropriate consultation has occurred and the matter is now ready for Council consideration.

#### **Strategic Links**

##### a) Greater Shepparton 2030 Strategy

This matter is not inconsistent with Council's 2030 Strategy.

##### b) Council Plan

This matter is not inconsistent with the Council Plan.

##### c) Other strategic links

Council's Community Living Local Law No. 1.

#### **Attachments**

1. Proposed Itinerant Traders Policy
2. Proposed Itinerant Traders Procedures

## 6. MANAGEMENT REPORTS

### FROM THE ORGANISATION DIRECTORATE

#### 6.10 Electoral Services

##### **Disclosures of conflicts of interest in relation to advice provided in this report**

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

##### **Summary**

In preparation for the general election to be held in October 2012, the Council appointed the Municipal Association of Victoria (MAV) to act as an agent on its behalf for the conduct of a tender process for the provision of electoral services. The only tender received was from the Victorian Electoral Commission (VEC) and the tender evaluation panel constituted by the MAV has assessed this tender and recommended that the VEC be employed to conduct the general election on behalf of the Council. The price quoted by the VEC is \$253,019.01 (inclusive of GST).

##### **Moved by Cr Hazelman**

##### **Seconded by Cr Muto**

That the Council

1. resolve to appoint the Victorian Electoral Commission (VEC) as its service provider for electoral services for the conduct of the 2012 Council elections at the tendered price of \$253,019.01 (GST inclusive) with minor variations in accordance with the 'Variations to Schedule of Marginal Costs for provision of Electoral Services' section of the tender document
2. authorise the Chief Executive Officer (CEO) to finalise and execute the Electoral Service Agreement.

**CARRIED**

##### **Background**

The Council has previously determined that the election should be held as a postal election and that external expertise should be sought to provide the electoral services necessary to conduct the election. The VEC is the only interested organisation with the expertise to fulfil this role.

##### **Risk Management**

The employment of the VEC to conduct the 2012 General Council Election will ensure that the following risks are minimised and managed:

- Failure to comply with statutory requirements leading to a possible challenge of the validity of the election result.
- Candidates not being provided with sufficient and objective information with regard to the reality of being a Councillor.
- Public questioning of the degree of open and accountable practices and procedures associated with the election, leading to reduced confidence in the newly elected Council.

##### **Policy Implications**

There is no policy conflict associated with the matters outlined in this report.

## 6. MANAGEMENT REPORTS

### 6.10 Electoral Services (Continued)

#### Best Value Implications

The majority of Best Value principles are reflected in the approach to the Council elections outlined above. Specifically the proposals are supported by the following Best

Value principles of service delivery:

- Equity and accountability
- Facts and information (not perception)
- Quality and value for money
- Continuous improvement
- Consultation and communication
- Accessibility.

#### Financial Implications

	2011-2012 Approved Budget for this proposal*\$	This Proposal \$	Variance to Approved Budget \$	Comments
Revenue	40,000	40,000	Nil	Revenue from enforcement activities
Expense	230,000	230,000	Nil	Provision of election services
Net Result	190,000	190,000	Nil	

\* Amount shown in this column may equal one line item in budget or maybe a component of one budget line item.

The Council has provided an estimate of \$230,000 (excluding GST) in the 2012-2013 Draft Budget to fund the costs (excluding any minor variations) associated with the delivery of core services to the General Election and Electoral Role maintenance. Any costs incurred as a result of compulsory voting enforcement will be a variation to this contract amount and will be addressed under CEO delegation.

The Council has included an amount of \$40,000 (excluding GST) revenue in the 2012/2013 Draft Budget associated with compulsory voting enforcement.

#### Victorian Charter of Human Rights and Responsibilities Act 2006 Implications

This proposal does not limit any of the human rights provided for under the Victorian *Charter of Human Rights and Responsibilities Act 2006*.

#### Legal/Statutory Implications

The employment of the VEC will ensure full compliance with the *Local Government Act 1989* and the *Local Government (Electoral) Regulations 2005*.

#### Strategic Links

##### a) Greater Shepparton 2030 Strategy

The appointment of the VEC to conduct the 2012 elections does not conflict with the strategies contained in the *Greater Shepparton 2030 Strategy*.

##### b) Council Plan

The appointment of an agent will ensure that the conduct of the Council's general election will conform with the requirement of strategic objective 6 of the *Council Plan 2009-2013 – Council Organisation and Management*, "to deliver best practice management, governance, administrative and financial systems that support the delivery of Council programs to the community of Greater Shepparton".

## 6. MANAGEMENT REPORTS

### **6.10 Electoral Services (Continued)**

#### c) Other strategic links

No other strategic links have been identified.

#### **Attachments**

Nil.

## 6. MANAGEMENT REPORTS

### 6.11 Central Park Recreation Reserve Committee of Management and Murchison Community Centre Committee of Management

#### **Disclosures of conflicts of interest in relation to advice provided in this report**

No Council officers or contractors who have provided advice in relation to this report have a conflict of interest in relation to the matter under consideration.

#### **Summary**

At the Ordinary Council Meeting held on 20 July 2010, seven members were appointed to the Central Park Recreation Reserve Committee of Management for a two year term. The appointment of these members has expired and it is necessary to appoint a new committee. During the nomination period Council received a total of seven nominations and recommends the appointment of all nominees for a two year term.

At the Ordinary Council Meeting held on 19 June 2012, five members were appointed to the Murchison Community Centre Committee of Management for a two year term. Subsequent to the preparation of the report for the June Ordinary Council Meeting an additional application has been received from Joanne Sanderson and it is recommended that she be appointed to the committee.

Advertisements calling for applications for membership of the Central Park Recreation Reserve Committee of Management and Murchison Community Centre Committee of Management were placed in the Shepparton News. Letters were sent to the seven committee members whose membership is due to expire, encouraging them to reapply.

#### **Moved by Cr Dobson Seconded by Cr Muto**

That the Council:

1. having considered the nominations received for appointment to the Central Park Recreation Reserve Committee of Management, appoint the following seven members for a term of two years:

Ronald DAVIES  
Dorothy PALMER  
Neil DAVIES  
Dennis GALT  
Carla RALPH  
Matthew DWYER  
Victor KYRIAKOU

2. having considered the additional nomination received for appointment to the Murchison Community Centre Committee of Management, appoint Joanne Sanderson to the committee for a term expiring on 19 June 2014.

**CARRIED**

#### **Background**

At the Ordinary Council Meeting held on 20 July 2010, seven members were appointed to the Central Park Recreation Reserve Committee of Management for a two year term. The appointment of these seven members has expired and it is necessary to appoint a new committee.

At the Ordinary Council Meeting held on 19 June 2012, five members were appointed to

## 6. MANAGEMENT REPORTS

### **6.11 Central Park Recreation Reserve Committee of Management and Murchison Community Centre Committee of Management (Continued)**

the Murchison Community Centre Committee of Management for a two year term. Subsequent to the preparation of the report for the June Ordinary Council Meeting an additional application has been received from Joanne Sanderson and it is recommended that she be appointed to the committee.

#### **Risk Management**

The appointment of replacement members through formal resolution of the Council reduces governance risks associated with the delegation of Council powers to a committee by ensuring that all members appointed to a committee are covered by the Council's public liability insurance.

#### **Policy Implications**

There are no conflicts with Council Policy.

#### **Best Value Implications**

The Best Value principles have been taken into account and the proposal is consistent with them.

#### **Financial Implications**

There are no financial implications associated with this proposal.

#### **Charter of Human Rights and Responsibilities Implications**

The proposal does not limit any of the human rights embodied in the Victorian *Charter of Human Rights and Responsibilities Act 2006*.

#### **Legal/Statutory Implications**

The proposal conforms with all relevant legislation.

#### **Consultation**

Letters were sent to all members of the Central Park Recreation Reserve Committee of Management whose membership was due to expire, encouraging them to reapply. Public notices were placed in the Shepparton News on Friday 1 June and Friday 8 June 2012 calling for applications from interested community members.

An advertisement calling for applications for membership of the Murchison Community Centre Committee of Management was placed in the Shepparton News on Friday 30 March and Thursday 5 April 2012. Letters were sent to the seven outgoing committee members encouraging them to reapply.

Officers believe that appropriate consultation has been undertaken and the matter is now ready for Council consideration.

#### **Strategic Links**

##### a) Greater Shepparton 2030 Strategy

There are no direct links to the *Greater Shepparton 2030 Strategy*.

##### b) Council Plan

This proposal supports strategic objective 12 of the *Council Plan 2009-2013* – to develop and promote local community sporting facilities.

##### c) Other strategic links

No other strategic links have been identified.

#### **Attachments**

Nil.

## 6. MANAGEMENT REPORTS

### 6.12 Delegation to the Chief Executive Officer

#### **Disclosures of conflicts of interest in relation to advice provided in this report**

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

#### **Summary**

Delegations are a critical governance tool of the Council. Most Council decisions are not made at Council meetings and the effective functioning of the Council would not be possible if they were. Instead, most decision-making power is allocated by formal delegations. The most important delegation issued by the Council is to the Chief Executive Officer. This delegation allows the Chief Executive Officer to then sub-delegate powers, duties and functions to Council officers, to allow them to make the day to day decisions necessary to provide responsive and high quality services to the community.

#### **Moved by Cr Crawford Seconded by Cr Houlihan**

That in the exercise of the powers conferred by section 98(1) of the *Local Government Act 1989* (the Act) and the other legislation referred to in the attached instrument of delegation, Greater Shepparton City Council (Council) resolves that:

1. There be delegated to the person holding the position, 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 the common seal of Council is affixed to the instrument.
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 instruments must be executed, in accordance with any guidelines or policies of Council that it may from time to time adopt.
5. It is noted that the instrument includes a power of delegation to members of Council staff, in accordance with section 98(3) of the Act.

**CARRIED**

#### **Background**

The previous Instrument of Delegation from the Council to the Chief Executive Officer was authorised by resolution at a Council Meeting on 16 December 2008. Advice has been received from Maddocks Lawyers that Council update its Instrument of Delegation to the Chief Executive Officer.

We have become aware that the Commonwealth Parliament has amended the *Acts Interpretation Act 1901* (Cth) to include an express acknowledgement that a delegation of powers, functions or duties under an Act extends to a power, function or duty included in the Act that has *come into existence after* the delegation is made. This is to counter any suggestion that a delegation does not extend to a power, function or duty that comes into

## 6. MANAGEMENT REPORTS

### **6.12 Delegation to the Chief Executive Officer (Continued)**

existence after the delegation is made, and so provide greater certainty for delegated powers, functions and duties. The Victorian *Interpretation of Legislation Act 1984* does not currently contain this express acknowledgement. This leaves room to argue that powers, functions or duties delegated under Victorian Acts do not extend to powers, functions or duties that are not in existence at the time the delegation is made. That is, it is necessary to delegate those 'new' powers, functions or duties at a subsequent time. If this has not been done, there could be an issue as to the validity of acts done pursuant to the delegation.

As a result, it would be prudent for councils to update all of their instruments of delegation on a regular basis, so as to ensure they incorporate all recent legislative developments. This includes the instrument of delegation to council's chief executive officer, even though it is expressed in general terms.

So, as part of this update we are updating the instrument of delegation to the chief executive officer, so as to ensure the certainty of the delegations in place and reduce the risk of a successful challenge being made to anything done by the chief executive officer under delegation.

There are two alterations to the updated Instrument of Delegation from the one that was approved by resolution by Council on 16 December 2008. These are:

To the Instrument of Delegation an additional point (2.4) has been added which states *'remains in force until Council resolves to vary or revoke it.'*

To the Schedule – Conditions and Limitations 4.2 *'awarding a contract exceeding the values specified by Order in Council under s. 186 of the Local Government Act 1989 as requiring public notice'*, has been replaced with *'awarding a contract exceed the value of \$150,000 for goods and services, and \$200,000 for works'*.

These changes have been provided and recommended by Maddocks Lawyers.

#### **Risk Management**

The review and adoption of the Chief Executive Officer's delegation ensures that it remains current and that there is no temptation to operate outside a delegation which has become dated and unworkable over time.

#### **Policy Implications**

The Council has adopted an Exercise of Delegations policy, to provide guidance to delegates on how they should exercise their delegations.

There is no policy conflict associated with the matters outlined in this report.

#### **Best Value Implications**

The provision of a current delegation to the Chief Executive Officer is consistent with Best Value principles.

#### **Financial Implications**

If the proposed delegation to the Chief Executive Officer is not adopted, the Council will not be able to adopt the "best practice" public notice levels now specified under section 186 of the Act.



## 6. MANAGEMENT REPORTS

### **6.12 Delegation to the Chief Executive Officer (Continued)**

#### **Victorian Charter of Human Rights and Responsibilities Act 2006 Implications**

This proposal does not limit any of the human rights provided for under the Victorian *Charter of Human Rights and Responsibilities Act 2006*.

#### **Legal/Statutory Implications**

It is a statutory requirement to review the delegation to the Chief Executive Officer with 12 months of an Election. This delegation will be reviewed again after the election in October.

#### **Strategic Links**

##### a) Greater Shepparton 2030 Strategy

There are no direct links to Greater Shepparton 2030 Strategy.

##### b) Council Plan

The review and adoption of a revised delegation to the Chief Executive Officer directly supports the Council Organisation and Management objective of the Council Plan, which is to implement best practice systems of governance, administration and finance that support the delivery of Council programs and services to the community of Greater Shepparton.

##### c) Other strategic links

No other strategic links have been identified.

#### **Attachments**

Draft Instrument of Delegation to the Chief Executive Officer

## 6. MANAGEMENT REPORTS

### 6.13 Organisational Review

#### **Disclosures of conflicts of interest in relation to advice provided in this report**

No Council officers or contractors who have provided advice in relation to this report have a conflict of interest in relation to the matter under consideration.

#### **Summary**

The Chief Executive has over the last four months undertaken a review of the organisation. The purpose of this report is to adopt the “Greater Shepparton City Council Organisations Scan – Good to Great” final report and to authorise to resolve the Instrument of Delegations (Planning and Non-Planning).

Within the final report, which contains all the relevant details of the work undertaken over the last four months, is a Transitional Management report, a report if adopted, the progress in its implementation should be reported to Council on a quarterly basis.

In addition to adopting the report, it is a requirement to review the delegations to staff from Council in line with the new organisational structure amended by the Chief Executive Officer (CEO) on 14 June 2012.

The Council has delegated the majority of its delegable powers to the CEO, who is permitted under the act to further sub-delegate these powers to other members of Council staff. The powers conferred on the Council under some legislative instruments cannot be delegated through the CEO, however, and must be delegated by resolution directly to Council officers.

#### **RECOMMENDATION**

That the Council:

1. adopt the “Greater Shepparton Greater Future – Organisational Scan – Good to Great” final report
2. request the Chief Executive Officer to provide a quarterly update on the progress in to implementation at the transition management plan; and
3. that in the exercise of powers conferred by section 98(1) of the *Local Government Act 1989*, section 188 of the *Planning and Environment Act 1987* and other legislation referred to in the revised and attached Instrument of Delegations to Council Staff:
  - a. the Council delegates 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 (Non Planning)* and *Instrument of Delegation to Members of Council Staff (Planning)*, the powers, duties and functions set out in that instrument, subject to the conditions and limitations specified in that Instrument.
  - b. the Instruments come into force immediately the common seal of Council is affixed to the instrument

## 6. MANAGEMENT REPORTS

### 6.13 Organisational Review (Continued)

- c. on the coming into force of the instruments, the *Instrument of Delegation to Members of Council Staff (Non Planning)* and *Instrument of Delegation to Members of staff (Planning)* adopted by the Council on 20 March 2012 are revoked.
- d. The duties and functions set out in the Instruments 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 by Crawford  
Seconded by Cr Hazelman**

That the Council:

1. adopt the “Greater Shepparton Greater Future – Organisational Scan – Good to Great” final report
2. request the Chief Executive Officer to provide a quarterly update on the progress of the implementation of the transition management plan; and
3. that in the exercise of powers conferred by section 98(1) of the *Local Government Act 1989*, section 188 of the *Planning and Environment Act 1987* and other legislation referred to in the revised and attached Instrument of Delegations to Council Staff:
  - a. the Council delegates 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 (Non Planning) and Instrument of Delegation to Members of Council Staff (Planning), the powers, duties and functions set out in that instrument, subject to the conditions and limitations specified in that Instrument.
  - b. the Instruments come into force immediately the common seal of Council is affixed to the instrument
  - c. on the coming into force of the instruments, the *Instrument of Delegation to Members of Council Staff (Non Planning)* and *Instrument of Delegation to Members of staff (Planning)* adopted by the Council on 20 March 2012 are revoked.
  - d. the duties and functions set out in the Instruments 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.

**Cr Houlihan left the room at 3.22pm**

**Cr Houlihan returned to the room at 3.23pm**

## 6. MANAGEMENT REPORTS

### 6.13 Organisational Review (Continued)

**Moved by Cr Dobson**

That the motion be put.

**CARRIED**

**The motion was then put and carried.**

#### **Background**

The CEO when commenced with the Greater Shepparton City Council on the 16 January 2012 started a review of the processes, systems and human and physical resources of the Organisation. It became apparent that considerable effort was required to focus the organisation and make the organisation accountable for its actions and undertakings.

Due to this, external consultants CT Management were encouraged to undertake an Organisational Scan with the purpose of identifying where the organisation can improve its performance and long term sustainability through:

- Increased ownership and alignment to the Council Plan
- Increased operating efficiency in service delivery
- Informing the proposed served play that will be undertaken
- Enable deployment and ownership of the human and physical assets of the organisational

This was enabled by allowing any staff member who wished to be heard to have a confidential one-on-one interview with the consultants together with the consultants meeting with the existing organisations cross functional teams and the operations staff in a workshop environment. Councillors were also involved in a workshop as well as a one-on-one interview with the consultants if they desired.

While expecting no more than 50 employees to avail themselves with the offer of a one-on-one interview, a total of 220 interviews took place. A further 100 employees were involved in the workshops.

It is important, I believe to reflect on what the consultant's first impression of the organisation was. They indicated that the organisation has enthusiastic people who have the ability to make greater contribution to the community of Greater Shepparton. They praised the willingness of staff to not only become involved in the organisational scan but also their willingness to assist the organisation to move forward into the future.

The employees were open, honest and were prepared to provide valuable feedback. There was a consistency of issues raised by both Councillors and staff. The issues paper as prepared was a confronting document that showed what the Councillors and employees had identified as the organisations issues and concerns, with the consultants providing a series of recommendations to alleviate these matters.

However, it must be mentioned that the purpose of the issues document was not to highlight what the organisation does well, of which there is many excellent examples, but to critically analyse the organisation from the employee's perspective. This issues paper was released to Councillors and employees on 15 May 2012 with the Councillors and

## 6. MANAGEMENT REPORTS

### 6.13 Organisational Review (Continued)

staff having the opportunity to comment on the issues paper. A total of 69 submissions were received.

The submissions were thoughtful and condensed, provided the basis for the development of a functional organisational structure (a organisational structure is one that lists the functions of the organisation not employees and titles). In addition many submissions challenged the recommendations, however the theme of the submissions was that structural change was required across the organisation.

From these comments two separate actions were undertaken:

- Organisation structure was developed; and
- Final report together with a transitional plan was developed.

A draft functional structure was released on the 4 June 2012 followed by meetings between the CEO and Directors/Managers to discuss what the implications of the functional structure were.

Submissions were also called for from employees on the draft functional structure, 100 submissions were received. Again an excellence response.

Some submissions challenged the assumptions that had been made in the functional structure development, some submissions agreed with the intent and as a result amendments were made to the functional structure. However due to the commitment of to release the organisational structure the following functions within the organisational structure will require future review. These include Customer Services, Recreation and Planning, Environment and Regulatory Service, Cultural Looking, Information Services and Asset Management Inspections (with the later added after the release of the new structure).

In the lead up to the release of the structure all Directors and Managers had individual meetings with the CEO and Manager of People, Culture and Development. At these meetings the impacts of the revised structure were discussed as well as the expectations that the CEO has of them as Directors (Mangers over the next three months). It is important to note that with the roles of individuals having changed in form and function two of the existing General Managers were advised that they would be appointed to acting positions with the newly created positions to be advertised.

On the 14 June 2012 the new organisational structure was released to all employees. A transition management process has also been put in place to assist the organisation transition to the new structure.

An appeals committee consisting of two external people as well as Council's Acting Manager of People, Culture and Development was established for employees who felt individually arranged by the restructure was also established.

A considerable amount of work and effort will be needed to review all current position descriptions, review of the functional responsibilities, review and establish new financial charts, review and establish new Information Services file structure and review and renew delegations.

## 6. MANAGEMENT REPORTS

### 6.13 Organisational Review (Continued)

A major component will also need to examine accommodation within both the Welsford Street and Doyles Road Complex. In addition, the newly created positions will be progressively advertised over the next three to six months with the first of this recruitment commencing on the 30 June.

A major focus will also be the requirement of Directors/Managers to prepare a business case for all vacant positions prior to any recruitment taking place. A freeze was placed on recruitment (save for urgent positions that were assessed on a case by case basis) and if the business case is approved, recruitment for these positions will take place.

The final report, as indicated also contains a transitional management plan. This plan provides for the issues that was identified, who is responsible, what attention is needed, how our success will be measured and what the outcome will be.

While this plan is already being actioned by employees I believe that it is important that the Council both adopt the plan but also request that the CEO report on a quarterly basis to the Council on the implementation of this plan. Project plans are being prepared and in many cases completed for each item in the transition management plan. At least two items have already been completed.

The Organisational review as described above has resulted in changes needing to be made to the *Instrument of Delegation to Members of Council Staff (Non Planning)* and *Instrument of Delegation to Members of Council Staff (Planning)*.

The Council is not in a position to exercise all the powers conferred upon it by resolution and requires others to act on its behalf. This is made possible under section 98(1) of the Act which provides that a Council may, by Instrument of Delegation, delegate to a member of its staff any power, duty or function of a Council under the *Local Government Act 1989* or any other Act, other than certain specified powers.

The Council has delegated the majority of its delegable powers to the CEO. Section 98(2) of the Act provides that the CEO may, by Instrument of Delegation, delegate to a member of the Council staff any power, duty or function of his or her office, except the power of delegation itself. This is the avenue by which most Council officers are delegated the power to make decisions.

The powers conferred on the Council under some legislative instruments cannot be delegated through the CEO, however, and must be delegated by resolution directly to Council officers. The Acts and Regulations referred to in the attached *Instrument of Delegation to Members of Council Staff (Non Planning)* and *Instrument of Delegation to Members of Council Staff (Planning)* are among those which require direct delegation.

#### **Risk Management**

The significant risk in the implementation of the Transitional Management Plan and new Organisational Structure, is that tasks and duties performed by employees are not transferred completely. To mitigate this risk a Transitional Manager has been appointed.

An additional major risk is the loss of productivity and morale of the staff both during the organisational scan and the transition process. To mitigate this risk an inclusive process was established, staff support provided and communication channels kept open.

## 6. MANAGEMENT REPORTS

### **6.13 Organisational Review (Continued)**

#### **Policy Implications**

There are no conflicts with Council Policy.

#### **Best Value Implications**

The Best Value principles have been taken into account and the proposal is consistent with them.

#### **Financial Implications**

The cost of the organisational scan was \$76, 950 (excluding GST), this cost was recognised as required to achieve the independent review of the organisation. The cost has not increased any over expenditure in Council's 2011/2012 operating budget.

The costings for the implementation of the Transitional Management Plan have not been estimated at this time. However, any proposed amendments to the budget will be provided in the September review and decision.

#### **Victorian Charter of Human Rights and Responsibilities Act 2006 Implications**

The proposal does not limit any of the human rights embodied in the Victorian *Charter of Human Rights and Responsibilities Act 2006*.

#### **Legal/Statutory Implications**

Particular effort has been made during the organisational scan to ensure adequate consultation has taken place to minimise the risk of Council being referred to Fair Work Australia for any breach of this Act or the Council's Enterprise Bargaining Agreement.

#### **Consultation**

Officers believe that considerable consultation has occurred and the matter is now ready for Council consideration. All Councillors and employees have, been offered the opportunity to be involved in the process.

#### **Strategic Links**

##### **a) Greater Shepparton 2030 Strategy**

There are no direct links to the Greater Shepparton 2030 Strategy.

##### **b) Council Plan**

The amendment is consistent with the *Council Plan 2009-2013*.

##### **c) Other strategic links**

No other strategic links have been identified.

#### **Attachments**

1. Greater Shepparton City Council Organisation Scan Good to Great Final Report
2. 10. Annexure A: Recommendations
3. S6. Instrument of Delegation – Members of Staff (Planning)
4. S6. Instrument of Delegation – Members of Staff (Non-Planning)

## 7. TABLED MOTIONS

Nil.

## 8. REPORTS FROM COUNCIL DELEGATES TO OTHER BODIES

Nil.

## 9. REPORTS FROM SPECIAL COMMITTEES AND ADVISORY COMMITTEES

### Women's Charter Alliance Advisory Committee Update

#### **Cr Houlihan presented the following report**

This Report provides an update on the activities of the Greater Shepparton Women's Charter Alliance Advisory Committee since endorsement on 21 February 2012 to June 2012.

#### **About the Committee:**

The Committee was formed in response to the Victorian Local Government Women's Charter which was endorsed by Council on 17 August 2010. The aim of the Victorian Local Government Women's Charter is to support increased participation by women in local government, especially in the areas of gender equity, diversity and active citizenship.

The Greater Shepparton Women's Charter Alliance Advisory Committee is made up of Council Officers and community members and was formally endorsed on 21 February 2012. The Committee aims to progress the Charter principles of gender equity, diversity and active citizenship to create innovative ways to encourage leadership roles for women in all aspects of Council and community decision-making processes.

The Committee meets monthly to progress the Action Plan and discuss/plan activities.

#### **Activity Update:**

The below table outlines recent actions/activities undertaken by the Committee:

<b>Project</b>	<b>Outline of Activity/Outcome/Progress</b>
<b>Create a profile for the Committee</b>	<ul style="list-style-type: none"> <li>• A page was created on the Council website</li> <li>• This page is updated on a regular basis with information about the Committee and its actions, including photos of events</li> </ul>
<b>International Women's Day Celebration – 8 March 2012</b>	<ul style="list-style-type: none"> <li>• Cocktail party style celebration held at the McIntosh Centre from 5pm-7pm on Thursday 8 March 2012</li> <li>• The event was attended by about 140 people</li> <li>• The theme for the event was 'Connecting Girls, Inspiring Futures' – attendees heard from young female leaders Jamie Lea and Elaf Al-Tuhmazy and were entertained by Filipino and Indian dancers and a musical performance by Cindy Doherty</li> <li>• An information display was set up providing information about the Council Elections</li> <li>• Feedback by attendees was positive with most indicating that they would attend future events held by the Committee</li> <li>• Feedback also identified a number of obstructions to women taking up leadership roles:               <ul style="list-style-type: none"> <li>○ Family commitments</li> <li>○ Lack of family support</li> </ul> </li> </ul>



## 9. REPORTS FROM SPECIAL COMMITTEES AND ADVISORY COMMITTEES

### Women's Charter Alliance Advisory Committee Update (Continued)

	<ul style="list-style-type: none"> <li>○ Lack of self esteem/confidence</li> <li>○ Outdated views on women's societal roles</li> <li>○ Meeting hours</li> </ul>
<b>Council elections – raise awareness</b>	<ul style="list-style-type: none"> <li>● Information displays with flyers available have been located in the Shepparton, Mooroopna and Tatura libraries and Council Reception</li> <li>● Information displayed on Council website</li> <li>● A number of information sessions 'Standing for Election' have been held, which included opportunities for youth and CALD communities</li> <li>● Suggest topics to Shepp News to raise awareness of elections and supporting women in all levels of leadership and decision-making</li> </ul>
<b>Think More Women for Local Government Information Forum – 13 June 2012</b>	<ul style="list-style-type: none"> <li>● An information session was held on Wednesday 13 June 2012 from 7pm-8.30pm</li> <li>● There was a total of 28 attendees, with 8 potential female candidates</li> <li>● The session was facilitated by Lisa McKenzie and attendees heard from Gavin Cator, Jeanette Powell Minister for Local Government, Moira Shire Mayor Councillor Alex Monk and Strathbogie Shire Councillor Colleen Furlanetto</li> <li>● Attendees heard from the guest speakers about preparing a campaign, being elected, the role of a Councillor, making a difference in the community and experiences of being a Councillor</li> </ul>

#### **Future Projects:**

The Committee is currently reviewing its Action Plan which will define actions and activities of 2013 – once this Action Plan is finalised it will be put to Council to note and then actions progressed in 2013.

Some other possible activities identified by the Committee to progress in the remainder of 2012 include:

- Continued awareness of Council election
  - Stall at Winter Bush Market
  - Support other election information sessions
  - Engage those who attended the Think More Women for Local Government Information Session through an email newsletter
- Develop logo/icon for the Committee
- Increase awareness of the Committee and the Charter principles through media and use of promotional products (stickers, posters)
- Review Committee membership (as per Terms of Reference)

Any queries about the Committee can be directed to our Charter Champion, Councillor Jenny Houlihan, or Support Person Jacklyn Lamb.

## 10. NOTICES OF MOTION, AMENDMENT OR RESCISSION

Nil.

## 11. DOCUMENTS FOR SIGNING AND SEALING

### Documents for Signing and Sealing

#### **Disclosures of Conflicts of interest in relation to advice being provided in this report:**

No Council officers or contractors who have provided advice in relation to this report have a conflict of interest in relation to the matter under consideration.

**Lease** – between Greater Shepparton City Council and Mooroopna Education & Activity Centre Inc for premises located at 25 Alexandra Street Mooroopna for 2 years with three 2 year options at an annual rent of \$150 plus GST.

**Moved by Cr Hazelman  
Seconded by Cr Dobson**

That the Council authorise the signing and sealing of the lease between Greater Shepparton City Council and Mooroopna Education & Activity Centre Inc for premises located at 25 Alexandra Street Mooroopna for 2 years with three 2 year options at an annual rent of \$150 plus GST.

**CARRIED**

## 12. COUNCILLOR ACTIVITIES

### Councillors' Community Interaction and Briefing Program

From 29 May to 4 July, some or all of the Councillors have been involved in the following activities:

- 16 April 2012 – Heritage Advisory Committee Meeting
- 2012/2013 Draft Budget - Community Information Session – Dookie
- Councillor Briefing and SDS Day – Tuesday 29 May
- Morning Tea with Bill Sykes MP
- Meeting with Minister Peter Ryan Deputy Premier & Minister for Regional & Rural Development
- Primary Care and Population Health Committee meeting
- Minister Ryan Smith - Inspection of Regional Compost Facility
- 2012/2013 Draft Budget - Community Information Session - Murchison
- Local Government Association of Victoria (LGA AV) Steering Committee
- Dungala Kaiela Oration - Defining Shepparton, meeting and dinner
- Employment Response Plan - Watter's Electrical
- Sir Murray Bouchier Memorial working group meeting
- Deb Lynch's art show opening
- Ethnic Council Meeting
- Technical Advisory Committee meeting
- Goulburn Murray Local Learning & Employment Network (GMLLEN) Meeting
- Meeting at MAV
- Councillor Briefing and SDS Day – Tuesday 5 June
- 2012/2013 Draft Budget - Community Information Session – Merrigum
- Award for Shepparton Family History project
- Sustainability & Environment Strategy - Stakeholder Reference Committee
- 2012/2013 Draft Budget - Community Information Session – Tallygaroopna

## 12. COUNCILLOR ACTIVITIES

### Councillors' Community Interaction and Briefing Program (Continued)

- Regional Cities Victoria meeting
- 2012/2013 Draft Budget - Community Information Session – Mooroopna
- Goulburn Broken Greenhouse Alliance meeting
- North Shepparton Consultation Promo - Adviser
- Aerodrome Advisory Committee meeting
- Older Person's Advisory Committee meeting
- Councillor Briefing and SDS Day – Tuesday 12 June
- Deakin Reserve Committee of Management meeting
- Emergency Management Victoria Police (EM | VicPol) Emergency Management Exercise
- Shepparton Preserving Company - Ardmona (SPCA) - Innovation Grant Launch (with Ministerial attendance)
- Audit and Risk Management Committee Meeting
- Citizenship Ceremony
- Neighbouring Council Meeting
- Presentation to Councillors - Organisational Structure
- Resource GV Annual General Meeting
- Interview with Joel Crean - Weeknights - commercial rates
- Meeting to discuss progress of the Shepparton Harness Racing Precinct project
- Unity Cup Luncheon & Official Presentations
- Heritage Advisory Committee meeting
- Refugee Week - Film Screening
- Councillor Briefing's & SDS – Tuesday 19 June
- Ordinary Council Meeting
- Special Council Meeting to hear budget submissions
- Public meeting - Shepparton Town Entry (North) & Victoria Park Lake Western Park
- Shepparton Art Museum Advisory Committee Meeting
- RiverConnect Implementation Advisory Committee
- L2P Steering Committee Meeting
- Municipal Health Panel Meeting
- Shepparton Show Me Committee meeting
- Refugee Week 2012 - "Where in the world are you from?" and BBQ Lunch
- Murray River Group of Councils – Canberra
- Culturally Diverse Women's Program
- Mooroopna Park Primary School meeting
- Councillor Briefing and SDS Day – Tuesday 26 June
- Special Council Meeting - Budget Submissions
- Rotary School's Invitational Music Spectacular
- 2012 Future of Local Government National Summit
- Resource Resolution Plant site meeting
- The Blessing of Mercy Place, Shepparton
- Aboriginal Election Information session
- Tatura Rotary Club - Annual Changeover Dinner
- Shepparton Bypass Action Group Meeting
- Special Council Meeting
- 2012-2018 Regional Catchment Strategy Renewal (Goulburn Broken Catchment Management Authority) – Dookie
- Best Start Municipal Early Years Partnership Committee (Best Start MEYP)
- North East MAV Delegates Meeting

## 12. COUNCILLOR ACTIVITIES

### Councillors' Community Interaction and Briefing Program (Continued)

- Hume Region Local Government Network (HRLGN) Meeting
- Congolese Independence Day
- U19 National Road Championships 2012
- 2012 Naidoc Week - Flag Raising Ceremony
- Council Election Information Session for Young People
- Councillor Briefing and SDS – Tuesday 3 July
- Council Plan 2013-2017 - Community Consultation Launch
- Sustainability & Environment Strategy - Stakeholder Reference Committee
- Meeting with Ann Telford - Executive Officer – HUME Strategy Partnership Group
- Meeting - Victorian Local Sustainability Accord

Councillors were also briefed on the following matters:

- Regional Rural Land Use Strategy - Panel Report
- Australia Day Committee Options Paper
- Vibert Reserve Pavilion
- Our Sporting Future Funding Program 2011/12
- Yorta Yorta – MOU
- Vibert Reserve
- Aboriginal Heritage Act 2006
- CCTV Presentation by City of Greater Geelong
- Regional Rural Land Use Strategy - Panel Report- Update
- Community Matching Grants 2011/2012
- Shepparton/Mooroopna Flood Mapping & Intelligence project
- Strategic Resource Plan
- Monthly Financial Report for Councillors
- Discussion - Budget Submissions
- Kialla West Cemetery submission
- Council Plan Community Consultation Launch
- Building Better Regional Cities Funding Program
- 2012/2013 Budget and Budget Submissions discussion
- Sister City - Korce, Albania
- Shepparton Show Me - Terms of Reference
- Rating Strategy Review
- Advertising Signage Enforcement
- Itinerant Traders Policy & Procedures
- Notre Dame College - Grace Road campus
- Safe City Camera Project update
- Budget - Further Discussion on 2012/2013 Budget options
- Corio Avenue
- Australia Day Committee - Thank You Morning Tea
- Tatura RSL - Request to relocate
- Proposal to erect Robert Mactier Statue
- Appointment of Shepparton Show Me Committee members
- Amendment C110 - Request a Panel
- Electoral Services

In accordance with section 80A of the *Local Government Act 1989* records of the Assemblies of Councillors are attached.

## 12. COUNCILLOR ACTIVITIES

### Councillors' Community Interaction and Briefing Program (Continued)

**Moved by Cr Muto**

**Seconded by Cr Houlihan**

That the summary of the Councillors' community interaction and briefing program be received.

**CARRIED**

### **Attachments**

Assemblies of Councillors Records:

- Aerodrome Advisory Committee – 8 June 2012
- Councillor Briefing – 12 June 2012
- Heritage Advisory Committee – 16 April 2012
- Women's Charter Alliance Advisory Committee – 18 June 2012
- Councillor Briefing – 26 June 2012
- RiverConnect Implementation Advisory Committee Meeting – 20 June 2012

## 13 URGENT AND OTHER BUSINESS NOT INCLUDED ON THE AGENDA

Nil.

## 14. PUBLIC QUESTION TIME

### Question 1 (John Gray)

Recently a proposal to merge the only two government primary schools in the rapidly-expanding township of Mooroopna has been put to the parents-only of the respective schools seemingly as a *fait accompli* – with no apparent broader community consultation. As Council is responsible statutory planning authority for Mooroopna, also with social planning expertise, having regard to Mooroopna's Western Growth corridor development (over which Council is charged with carriage of infrastructure state and federal grant money totalling \$7.4 million), has there been any formal dialogue between the local or regional proponents of this concept and Councillors and/or council officers in this matter? If so will the matters canvassed or undertakings given be made public?

### Response:

Community consultation regarding the Mooroopna West Growth Corridor Structural Plan of that area took place in 2008 and the Plan was adopted by Council in July 2009. During that process, allowance was made for land that may be used for schools if required, but this in no way indicates that the facilities are guaranteed to be built. It is good strategic planning practice to make such provisions, especially when the planning process is taking into account growth over decades. Greater Shepparton City Council has not been in discussion with the Education Department about their recent decision to merge two primary schools in Mooroopna. It is up to the Education Department and private education providers to decide where and if schools will be built. When and if they decide to build a school, they must then negotiate with the owners of the land to acquire it. Greater Shepparton City Council does not have the capacity to plan and fund schools, only to identify the land that may be available in a structure plan.

### Question 2 (John Gray)

Is Council satisfied that all advertising and/or promotional signs on council-administrated land, together with signs on private land promoting or advertising council-owned facilities, comply with the Greater Shepparton Planning Scheme?

### Response:

Due to the sheer amount of advertising signage within the municipality it would be impossible to be satisfied that all signage is compliant at any one time. The Council's Planning Department continues to work with all other Council departments to help educate them about planning permit requirements and the planning system in general. In most cases signage identifying the function of the Council such as the Transfer Stations, do not require a Planning Permit. On the occasion where a sign required by the Council triggers a permit, the Councils Planning Department require the submission of a permit application which is considered on its merits by the Planning Department. Where there is a reported breach of the Scheme, the matter is investigated by the Planning Investigations Officer to bring the signage in to line with the Scheme.

## **15. CONFIDENTIAL MANAGEMENT REPORTS**

### **15.1 Designation of Confidentiality of Information – Report Attachments**

**Moved by Cr Crawford  
Seconded by Cr Dobson**

In accordance with section 77(2)(b) of the *Local Government Act 1989* (the Act) the Council designates as confidential all documents used to prepare the following agenda item 6.10 'Electoral Services' and designated by the Chief Executive Officer or his delegate in writing as confidential under section 77(2)(c) of the Act. These documents relate to contractual matters, which is a relevant ground applying under section 89(2)(d) of the Act.

**CARRIED**

### **15.2 Designation of Confidentiality of Information**

**Moved by Cr Dobson  
Seconded by Cr Crawford**

That pursuant to section 89(2)(d) of the *Local Government Act 1989* the Council meeting be closed to members of the public for consideration of confidential items.

**CARRIED**

### **15.3 2012/13 Insurance Renewals – Councillor and Officer Liability**

### **15.4 Purchase of property**

### **15.5 Reopening of the Council Meeting to Members of the Public**

**MEETING CLOSED 3.48PM**

**CONFIRMED**

**CHAIR**



# Project Plan

***NOTE: prior to budget application, the Project Plan is to be endorsed by the relevant GM***

**Project Management Stage** (shade/tick the box that is applicable):

Initiation 40%	Planning 25%	Design 15%	Pre-delivery 10%	Delivery 5%
<b>Project Title</b>				
Safer City Camera Project				
<b>Reference no</b>				
M2012/034744				
<b>Executive</b>				
Julie Salomon				
<b>Project Owner</b>				
Simon Rose				
<b>Project Manager</b>				
Amanda Tingay				
<b>Project Background</b>				
<p><b>Overall Objective</b></p> <p>Greater Shepparton City Council has committed to installing Closed Circuit Television (CCTV) cameras to monitor hot spots of anti-social behaviour and crime within the Central Business District. The Safer City Camera Project CCTV can enhance public safety as a proactive deterrent to committing a crime, be used for criminal prosecution and enhance public safety and community safety perceptions.</p> <p><b>Policies</b></p> <p>On 21 June 2011 Council adopted the Safer City Strategy 2011-14 for the Central Business District (CBD) and Victoria Park Lake Precinct. This document was developed after an extensive community consultation process and identifies initiatives to address community safety issues (perceived and actual) which were identified during the process, together with some broader strategies for greater safety. The Safer City Camera Project will also compliment a range of current Council policies and strategies including the Greater Shepparton Council Plan 2009-2013, Greater Shepparton 2030 Strategy, Municipal Public Health &amp; Wellbeing Plan, Community Development Framework and Community Engagement Strategy.</p> <p><b>Council Background</b></p> <p>Personal security in public places has become an area of increasing concern for local governments during the last decade. Council has committed to install CCTV in response to community sentiment and to address growing safety concerns in the CBD. In April 2012, Council received funding of \$250K from the Department of Justice Public Safety Infrastructure fund, to support the implementation of a Safer City Camera Network within the Shepparton CBD area.</p> <p>Greater City of Geelong presented to Council on 5 June 2012 with key learnings including the importance of strong relationships and commitment to the project by the Victoria Police and Council. Reported benefits also include increases in Police patrol hours, perception of safety, public confidence in policing and prosecutions with dramatic decreases in assaults, antisocial and alcohol induced behaviour and Police WorkCover claims.</p>				
<b>Deliverables</b>				
<p>The proposed CCTV project will consist of cameras strategically placed across the CBD precinct. A concept system for the project has been designed by Pacific Communications. The design incorporates a fibre optic backbone with an interconnecting wireless system to provide a thorough yet flexible system. The exact number and coverage of cameras will be dependent on local crime statistics and Victoria Police intelligence together with community and key stakeholder consultations and project budget parameters.</p> <p>Key elements of the project will include:</p>				



### **Project Management Team**

A project management team consisting of internal council officers will be formed to oversee the delivery of the project. The Director Communities will chair this team.

### **Consultation (camera coverage and project implementation)**

- **Community consultation**

Community consultation was conducted during the development and adoption of Council's *Safer City Strategy 2011-14*. During the development within the strategy, consultations were conducted with key local business traders of the CBD. During the consultation traders and representative bodies voiced strongly their request for Council to install CCTV camera system in the CBD area. In May 2011, Council conducted a survey in the Shepparton Maude Street Mall in relation to issues surrounding safety in the Mall. This survey also sought community perspectives whether they believed that the installation of CCTV would positively impact safety within the Mall and CBD area. 70% of surveyed community members believed a CCTV network would positively affect community safety.

Following the funding announcement community discussions have been held on social media and through the submission of petitions and commentary in the local newspaper.

Additional investigation and consultation is required to inform the exact coverage of the cameras.

Council will undertake wider community's consultation through surveys, online and voxpop. A detailed community consultation project plan has been developed outlining this approach.

- **Key stakeholder consultations**

Council will identify key stakeholders for targeted consultations. These consultations will ascertain preferred views of where the cameras should be located based on criminal and anti-social behaviour data and statistics and perceptions of safety.

- **Council consultations**

Consultations will occur with Councillors and officers from department which will have the most involvement in the project to seek their views and perspectives to inform the final design.

### **Media**

Local media will be used as a medium to inform and update the community of the progress of the project. Monthly media releases as well as regular updates through social media means will be utilised to ensure that the community remains informed throughout the project. A Communications Strategy will be prepared to guide this.

### **Memorandums of Understanding**

Memorandums of Understanding (MoU) will be negotiated with relevant key stakeholders to ensure continued support of the project.

### **Governance Structure (network operation)**

Strict governance arrangements will be developed and implemented to ensure the integrity of all recorded and stored footage. Protocols and procedures will also be developed to govern the provision of footage for review, copying, release and destruction.

	<p>The establishment of regular system auditing and reporting will be developed as part of this project.</p> <p><b>Legislation compliance</b>  An initial review has been undertaken of all relevant legislative requirements to ensure the development of a compliant network and operating systems. During the development and implementation of the <i>Safer City Camera Project</i> appropriate Policies, Procedures, operational and management documentation together with MoU's will be developed to support compliance. Initial and ongoing audits will be undertaken to ensure continued compliance to legislative requirements.</p> <p><b>Network design and installation</b>  A tender process will be undertaken to engage a suitable contractor to undertake the design and installation (including laying of conduits, fibre optics and camera installation). This stage will include the design of the control room. Some external specialist advice will be required in the development of detailed specifications. Any such advice required will be sourced via Council's procurement processes.</p> <p><b>Maintenance</b>  Investigation of an effective maintenance contract incorporating an emergency call out clause will be undertaken to determine if this can be undertaken internally or via external contractor arrangements. A further briefing with Councillors will be scheduled to seek their determination and direction regarding the preferred maintenance arrangements. Any financial implications associated with a monitoring regime will be considered in Councils budget process</p> <p><b>Monitoring</b>  Options for establishing a maintenance regime will be developed once the scope of the physical infrastructure is known. A further briefing with Councillors will be scheduled to seek their determination and direction regarding the preferred monitoring regime. Any financial implications associated with a monitoring regime will be considered in Councils budget process.</p> <p><b>Launch of project</b>  A formal launch of the project is expected to be in September December 2013 to enhance community awareness and acknowledge all stakeholders for their contributions. The launch will be designed to enhance perceptions of public safety.</p> <p><b>Evaluation</b>  An ongoing evaluation component will be incorporated into the development of this project from the outset. Relevant data will be collected pre-launch to enable appropriate measurements to be undertaken during post-evaluation. Intensive evaluation will be undertaken after six weeks from the project launch to address identified issues encountered during the systems initial operation. This review will include operation, maintenance, compliance and community confidence in the project. After the initial six week review, evaluations will take place bi-annually by an appointed independent evaluation team with representatives from the Council, Shepparton Police and the community.</p>
	<p><b>Benefits for Council</b>  It is anticipated that the Safer City Camera Project will contribute positively to the realities and perception of safety in the Shepparton CBD. This will be recorded in the Healthy Safe and Inclusive Communities Perceptions of Safety statistics. Other benefits include:</p>

	<ul style="list-style-type: none"> <li>• Assist in the detection and identification of issues which have the potential to escalate</li> <li>• Increased ability for early intervention of incidents reducing personal injury and property damage.</li> <li>• Providing a deterrent to crime, vandalism and property damage</li> <li>• Enhancing the already strong relationship with Shepparton Victoria Police</li> <li>• Developing and supporting strong local stakeholder relationships</li> <li>• Demonstrating that Council listens to the community by validating their safety concerns and requests for a Safer City Camera Network</li> <li>• Possible future uses for fibre network eg: wi-fi</li> </ul> <p><b>Benefits for the wider community</b></p> <p>Expected benefits for the wider community include:</p> <ul style="list-style-type: none"> <li>• Assistance in the detection/identification of issues which have the potential to escalate</li> <li>• Creating a safer community in Greater Shepparton</li> <li>• Increase usage of public spaces</li> <li>• Supporting economic benefits as a result of decreasing costs of crime to the community</li> <li>• An anticipated increase in the perception of safety in the Shepparton CBD</li> <li>• Encouraging community members back into the Shepparton CBD area for shopping and recreation</li> <li>• Encouraging the return of retailers back into the Shepparton CBD</li> <li>• A reduction in the economic cost to the community per incident (loss of production, requirement for additional care, hospitalisation and other agency costs)</li> <li>• Validation of safety concerns previously expressed to Council.</li> </ul>
<p><b>Inclusions</b></p>	<p>The development of a Safer City Camera network designed for specifically to meet the requirements of the Shepparton CBD’s continuing anti-social and criminal incidents within existing budget parameters. For further detailed information please see ‘Deliverables’ above.</p>
<p><b>Exclusions</b></p>	<p>The Safer City Camera project does not incorporate ongoing costs associated with the project. These expenses include (but not limited to)</p> <ul style="list-style-type: none"> <li>• Monitoring regime</li> <li>• External camera maintenance contract (including emergency call outs)</li> <li>• Internal cleaning program and active monitoring</li> </ul> <p>Council acknowledges the importance of CCTV being part of a comprehensive and coordinated approach to community safety that includes a broad range of strategies including education, strengthened liquor accords, communication systems between late-night venues, police banning orders and targeted proactive policing and regional partnerships. It is anticipated that any costs associated with the broader coordinated strategies will be funded from the annual Community Safety Budget. Additional requests for cameras outside the budgeted scope of this project may be considered in the future if expansion of network is considered viable. These costs will be referred for consideration in annual budget processes.</p>
<p><b>Stakeholders</b></p>	<p>Project stakeholders include, but are not limited to:</p> <p>Shepparton Victoria Police  Greater Shepparton Liquor Accord  CBD businesses and Chamber of Commerce  Greater Shepparton Safe Communities Advisory Committee  Neighbourhood Watch bodies  Utility companies including Powercor , Telstra and the National Broadband Network</p>

	VicRoads Wider community.					
Project Delivery Cost	<b>Funding Arrangements</b>				<b>Net Amount</b>	
	Greater Shepparton City Council (2011/12 budget)				\$186K	
	Department of Justice				\$250K	
	<b>Total Proposed Project Funding</b>				<b>\$436K</b>	
Implementation Period (years)	2012		2013			
Post-delivery annual costs:	To be determined during development.					
Risk Assessment:	<b>Risks</b>	<b>Likelihood</b>		<b>Mitigation Action</b>		
	Legislation non-compliance	Moderate		Project will be assessed against Advent Compliance Module to ensure compliance with relevant legislation. The development of Policies, Procedures and Guidelines to better comply with legislation. Continuous auditing of the project		
	Weather resulting in implementation delays	Moderate		Allow appropriate amount of time for works to be completed making allowances for possible poor weather		
	Contractor delays	Low		Clearly defined and reasonable timelines outlined in the Tender documentation		
	Budget Overspend	Moderate		Budget spending will be closely monitored throughout the project. Investigation in relation to project savings will be undertaken throughout planning and implementation		
	Stakeholder and community dissatisfaction	Moderate		Ongoing communication with all key stakeholders and community will be maintained throughout the project		
<b>Statutory Approvals/Consultations</b> (shade/tick the boxes that are applicable):						
Water	Sewer	Planning Scheme	Land acquisition	Cultural Heritage	Electricity	Telecoms
Roads	Gas	Native Vegetation	Community Engagement	Communication	DAC	Sustainability

<b>Project Endorsement by Director</b>			
Project Phase	Director Name		Director Signature
Initiation/Budget	Julie Salomon		
Planning	Julie Salomon		
Design	Julie Salomon		
Pre-delivery	Julie Salomon		

## Appendix 1

- Staging and Key Milestones (M2012/035749)

DRAFT

# Safer City Project

## Staging & Key Milestones

Project Milestones	Indicative Timeline/date to be achieved	Key staff resources
<b>Stage 1: Project Initiation</b>		
Awarding of funding application	April 2012	Department of Justice
Establishment of Project Management Team to oversee project throughout its installation utilising PRINCE2 methodology	June 2012	Community Safety Officer Manager Neighbourhoods Team Leader Neighbourhood Planning Communications Branch Manager Projects Victoria Police (as required)
Media – community awareness of progress of installation of Safer City Project	June 2012 and ongoing	Community Safety Officer Team Leader Neighbourhood Planning Communications Branch Victoria Police
Notification to key stakeholders of commencement of project. Meetings to discuss project timeline and expectations	June - August 2012	Community Safety Officer Manager Neighbourhoods Team Leader Neighbourhood Planning Communications Branch Stakeholder Agencies (including Powercor and VicRoads) Victoria Police General public
Community and stakeholder consultation to inform network coverage based on current criminal incidents and operational data	July 2012	Community Safety Officer Manager Neighbourhoods Team Leader Neighbourhood Planning Communications
<b>Stage 2: Project Development</b>		
Develop Governance Structure for network operation, including Standard Operating Procedures for Control Room and digital file management	July - November 2012	Community Safety Officer Manager Neighbourhoods Team Leader Neighbourhood Planning Manager Organisational Performance Team Leader Risk Management Victoria Police
Presentation to Executive Meeting in relation to proposed network coverage	20 August 2012	Community Safety Officer Manager Neighbourhoods Team Leader Neighbourhood Planning
Councillor Briefing in relation to proposed network coverage	28 August 2012	Community Safety Officer Manager Neighbourhoods Team Leader Neighbourhood Planning Victoria Police
Finalise preferred network coverage and present to Council for formal adoption	18 September 2012	Project Management Team Community Safety Officer Manager Neighbourhoods Team Leader Neighbourhood Planning Victoria Police
Councillor Briefing in relation to network Governance Structure and Monitoring Model	September 2012	Project Management Team
Finalise Memorandums of Understanding with appropriate stakeholders	August - October 2012	Community Safety Officer Manager Neighbourhoods Team Leader Neighbourhood Planning

# Safer City Project

## Staging & Key Milestones

Project Milestones	Indicative Timeline/date to be achieved	Key staff resources
		VicRoads/Powercor/Victoria Police
Invitation to Quote process to engage Network Design Specialist to assist with performance and functional specifications	October 2012	Project Management Team Manager Major Projects Manager Neighbourhoods Community Safety Officer Team Leader Neighbourhood Planning Victoria Police Procurement Advisor
Development of tender (design and construct) documentation	November 2012	Project Management Team Manager Major Projects Community Safety Officer Manager Neighbourhoods Team Leader Neighbourhood Planning Greater Shepparton City Council Communications Branch Greater Shepparton City Council CCTV Network Design Specialist Procurement Advisor
Advertising of tender (design and construct)	December 2012	Project Management Team Community Safety Officer Manager Neighbourhoods Team Leader Neighbourhood Planning Greater Shepparton City Council Communications Branch Greater Shepparton City Council
Close of tender. Tender evaluation and recommendation.	January 2013	Project Management Team – Tender Evaluation Group
Presentation to Executive meeting of tender evaluation outcomes	14 January 2013	Project Management Team – Tender Evaluation Group
Councillor Briefing of tender evaluation outcomes	22 January 2013	Project Management Team – Tender Evaluation Group
Recommendation to Council to endorse appointment of successful tender	19 February 2013	Project Management Team – Tender Evaluation Group
Formal appointment of successful tenderer	Mid-February 2013	Project Management Team – Tender Evaluation Group
<b>Stage 3: Network Construction</b>		
Installation of network by successful tenderer	March/April - July 2013	Project Management Team Community Safety Officer Manager Neighbourhoods Team Leader Neighbourhood Planning Manager Asset Development Victoria Police
Councillor Briefing of project progress	August 2013	Project Management Team
Network and fine tuning testing	August 2013	Project Management Team Contractor
Training sessions for relevant Council staff and Victoria Police officers in CCTV equipment, protocols, procedures and all other governance arrangements	August 2013	Community Safety Officer Team Leader Neighbourhood Planning Victoria Police

# Safer City Project

## Staging & Key Milestones

Project Milestones	Indicative Timeline/date to be achieved	Key staff resources
<b>Stage 4: Launch and Implementation</b>		
Launch of project	September 2013	Project Management Team Community Safety Officer Manager Neighbourhoods Team Leader Neighbourhood Planning Greater Shepparton City Council Communications Branch Victoria Police
Six week evaluation of project	October 2013	Community Safety Officer Team Leader Neighbourhood Planning Greater Shepparton City Council Communications Branch Victoria Police
Ongoing evaluation	Ongoing	Community Safety Officer Manager Neighbourhoods Team Leader Neighbourhood Planning Communications Branch Victoria Police

NB: Indicative timelines subject to final confirmation by the Project Management Team.



# Community Information & Consultation Project Plan



<b>Project Title</b>	Safer City Project
<b>Project Manager</b>	Amanda Tingay
<b>Step 1 - DESIGN AND PLAN</b>	
<b>Date</b>	19 June 2012
<b>Description</b>	Development and implementation of CCTV network system within the Shepparton CBD (including supply and install and development of governance documentation)
<b>Background</b>	<p>On 21 June 2011 Council adopted the <i>Safer City Strategy 2011-14</i> for the Central Business District (CBD) and Victoria Park Lake Precinct. This document was developed after an extensive community consultation process and identifies initiatives to address community safety issues (perceived and actual) which were identified during the process, together with some broader strategies for greater safety. There was strong community support for the project during consultations to inform the development of this strategy and during the final public exhibition process.</p> <p>In April 2012, Council received funding of \$250K from the Department of Justice Public Safety Infrastructure fund, to support the implementation of a Safer City Project within the Shepparton CBD area. Council has allocated \$186K in the 2012-13 capital budget to enable this project to be completed.</p> <p>The Shepparton News have published a number of articles since the funding announcement in relation to the Safer City Project expressing community support for the project generally but dissatisfaction with the timeline for project development and implementation (refer Attachment 1). They also undertook a Face Book poll posing the question `Do you think that we need security cameras and where should they be installed?' with 43 comments received containing a variety of responses (see Attachment 2).</p>
<b>Purpose of consultation</b>	Inform the community in relation to proposed coverage of the network providing information in relation to how this coverage has been determined. Inform the community of project progress throughout the term of the project.
<b>What are we attempting to do through the consultation?</b> <i>(refer to Section 3: Community Engagement Strategy and Section 4: Community Engagement Toolkit)</i>	<p><i>Reference Panel</i> – Establishment of a targeted panel including representatives from the Chamber of Commerce, Victoria Police, Taxi Industry, Liquor Accord, Word and Mouth, Aboriginal Justice, Councillor, Community Safety Officer, Manager Neighbourhoods and Team Leader Neighbourhoods will be established to consider the proposed coverage area and provide advice back to the Council for consideration.</p> <p><i>Community Information Session</i> – Provide a question and answer opportunity for community members in relation to the project and proposed network coverage together with the opportunity to provide a project update. A media release will be provided detailed information in relation to the Information Session together with including information on Council website and Facebook page. A letter will also be distributed to CBD Traders advising of this opportunity with a poster advertising the session distributed throughout the community.</p> <p><i>CBD Survey</i> – Obtain Mall user/shopper views in relation to proposed network coverage area within Shepparton CBD.</p> <p><i>Media Release</i> - Provide the community with the proposed network coverage together with relevant crime statistics and Police intelligence explaining how</p>

# Community Information & Consultation Project Plan



<b>Project Title</b>	Safer City Project
<b>Project Manager</b>	Amanda Tingay
	<p>this coverage was determined. Request feedback from any concerned residents in relation to the proposal. Opportunity for television interviews if requested.</p> <p><i>Social Media/Facebook/Webpage</i> – Provide community with information as above on Councils FB page and website and include ability for community to provide feedback.</p> <p><i>Radio Interview</i>– Provide community with information above and advise how to provide feedback to Council.</p> <p><i>Council Consultations</i> will occur with Councillors and officers from departments which will have the most involvement in the project to seek their professional views and perspectives to inform the coverage.</p>
<b>Step 2 - PREPARE AND ORGANISE</b>	
<p>Why are you consulting? (refer to Section 4 &amp; 5: Community Engagement Strategy and Section 5: Community Engagement Toolkit)</p>	<ul style="list-style-type: none"> <li>• Provide the community with information considered in determining proposed network coverage area</li> <li>• Provide the community with a means to provide feedback to Council their views in relation to the proposed network coverage area.</li> </ul>
<p>Who are you consulting? (refer to Section 4 &amp; 5: Community Engagement Strategy on Intranet)</p>	<p>Consultation will occur with the general community with specific targeted stakeholders as follows:</p> <ul style="list-style-type: none"> <li>• Victoria Police</li> <li>• Chamber of Commerce</li> <li>• ShowMe Committee</li> <li>• CBD Traders</li> <li>• Safe Communities Advisory Committee (SCAC)</li> <li>• Ethnic Council</li> <li>• Word and Mouth</li> <li>• Neighbourhood Watch/Safe Communities PSA</li> <li>• Rumbalara Aboriginal Cooperative Pty Ltd</li> <li>• Yorta Yorta Nations</li> <li>• CBD users/shoppers (survey)</li> </ul> <p>Consultation will also continue internally with:</p> <ul style="list-style-type: none"> <li>• Councillors</li> <li>• Parks and Gardens</li> <li>• Investment Attraction</li> <li>• Major Projects and Design Services</li> <li>• Procurement</li> <li>• Risk</li> <li>• Governance</li> <li>• Marketing and Communications</li> <li>• Information Systems</li> </ul>
<b>Accessibility</b>	There are no anticipated accessibility issues at this stage. This will need to be further considered if footpath works are required during the fibre installation.
<b>Preparing Information</b>	<ul style="list-style-type: none"> <li>• Crime statistics and Victoria Police intelligence gathered for relevant</li> </ul>

# Community Information & Consultation Project Plan



<b>Project Title</b>	Safer City Project
<b>Project Manager</b>	Amanda Tingay
	<p>Shepparton CBD area.</p> <ul style="list-style-type: none"> <li>• Above information produced in a manner which is easily interpreted and distributed to the community.</li> <li>• Design of feedback form</li> <li>• Design of Community Information Session Poster</li> <li>• Map of proposed network coverage</li> <li>• Preparation of Media Release</li> <li>• Draft information for website/social media release</li> <li>• Design of flyer/poster advertising Community Information Session</li> <li>• Draft letter from the Mayor for delivery to CBD businesses and posting to other stakeholders</li> </ul>
<b>Communication/PR</b>	<ul style="list-style-type: none"> <li>• Social media – Facebook and Council website</li> <li>• Flyers and Posters</li> <li>• Letter drop to CBD Traders</li> <li>• Mailout to stakeholders</li> <li>• Media Releases</li> <li>• Radio Interview</li> <li>• CBD Survey</li> <li>• Consultation Panel meetings</li> <li>• Council briefings</li> </ul> <p>Throughout the projects delivery monthly Media Releases will be provided to ensure the community is kept up-to-date in relation to the status of the project.</p> <p>Conduct Community Information (question/answer) Sessions, with attendance by Victoria Police, quarterly throughout the delivery of the project or on an as needs basis.</p>
<b>Choice of method/s</b> <i>(refer to Section 6: Community Engagement Strategy on Intranet and Section 6 – Engagement Matrix: Community Engagement Toolkit)</i>	<ul style="list-style-type: none"> <li>• Community Information Session</li> <li>• CBD survey</li> <li>• Feedback forms (hard copy and electronic)</li> <li>• Letters requesting feedback directed at key stakeholder groups</li> <li>• Flyers</li> <li>• Posters</li> <li>• Presentations at meetings</li> <li>• Social media</li> <li>• Newspapers</li> <li>• Radio</li> </ul>
<b>Timing</b>	<p><i>Commencement of consultation: July – August 2012</i></p> <p><u>Week One: 9 July – 15 July 2012</u></p>

# Community Information & Consultation Project Plan



<b>Project Title</b>	Safer City Project
<b>Project Manager</b>	Amanda Tingay
	<p>Media Release with details of Community Information Session and more specific details in relation to determining network coverage and how to provide feedback.</p> <p>Social media/FB/Website – Provide the community with relevant crime statistics and Police intelligence to assist with the selection of network coverage and request feedback in relation to appropriate coverage.</p> <p>Targeted Stakeholder Consultation – Letter drop and mailout detailing information outlined above, requesting feedback and providing a Community Information Session.</p> <p>Details on advertising of Community Information Session – Media Release, Radio, information at Community Houses, flyers (2 week notification as per policy)</p> <p><u>Week Two: 16 July – 22 July 2012</u></p> <p>Radio – Interview in relation to project by Greater Shepparton City Council Officers and Victoria Police.</p> <p>Community Information Session advertising.</p> <p><u>Week Three: 23 July – 29 July 2012</u></p> <p>Community Information Session, Eastbank Centre, Function Room - 19 July 2012 from 6pm to 7:30pm</p> <p>CBD Survey – conduct voxpop survey of CBD users/shoppers.</p> <p><u>Consultation close: 5 August 2012</u></p>
<b>Resources</b>	<ul style="list-style-type: none"> <li>• Victoria Police Intelligence and crime statistics</li> <li>• Communications – Flyers/poster/feedback form development</li> <li>• Eastbank</li> </ul>
<p><b>Step 3 – IMPLEMENTATION</b></p> <p><i>Refer to Section 7: Community Engagement Strategy Toolkit</i> <i>See attached sample implementation plan</i></p>	
<p><b>Step 4 – PROVIDE FEEDBACK AND FOLLOW UP</b></p>	
<b>Responsiveness and feedback</b>	<p>Develop double-sided flyer succinctly summarising outcomes of network coverage consultation and mail or email to those respondents providing these details - to be distributed within two weeks of consultation closing date.</p> <p>Media Release advising of outcomes of network coverage consultation.</p>

# Community Information & Consultation Project Plan



<b>Project Title</b>	Safer City Project
<b>Project Manager</b>	Amanda Tingay
<b>Step 5 - EVALUATION</b>	
Evaluation ( <i>refer to Section 8: Community Engagement Strategy on Intranet</i> )	An evaluation component is included in the delivery of the Safer City Project.
<b>ORGANISATIONAL CONSIDERATIONS</b>	
<b>Authority to Proceed</b>	<i>Sign off by appropriate authority (Executive / CEO / Director etc)</i>
<b>Registration of Community Consultation</b>	Registration with Neighbourhoods re dates to be included on the Community Consultation Calendar

# Community Information & Consultation Project Plan

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**Attachment 1** - Shepparton Newspaper article 7 June 2012, Trim 2012/23059

**Attachment 2** – Shepparton Newspaper Facebook Comments 7 June 2012, Trim M12/34043

# **RATING STRATEGY REFERENCE GROUP**

## **TERMS OF REFERENCE**

## **SCHEDULE**

### **1. Definitions**

In this Schedule, unless contrary intention appears:

**Rating Strategy Reference Group** (Reference Group) will advise the Council with regards to reviewing the Council's current rating strategy and offer suggestions for improvement.

**Reference Group** means the persons who are appointed to the Special Reference Group in the manner hereafter provided.

### **2. Objectives of the Reference Group**

The objectives of the **Rating Strategy Reference Group** shall be to act as an advisory group for the development of a new Rating Strategy, and in particular to:

- 2.1 Identify and recommend to the Council the principles that the Council should consider when striking general rates, particularly with regard to the creation and maintenance of any differential rates.
- 2.2 Make recommendations to the Council regarding the equitable sharing of the rates burden between various categories of ratepayers – e.g. Residential, Rural, Commercial and Industrial.
- 2.3 Recommend to the Council any changes to the structure of current charges and their relationship to general rates, e.g. Waste service charges and Municipal Charges.
- 2.4 Identify any other special rates, charges or levies it believes the Council should consider.

### **3. Items outside the scope of this review**

Issues the Rating Strategy Reference Group **will not** be asked to consider or comment upon:

- 3.1 The amount of total rates and charges revenue to be collected;
- 3.2 Strategies and policies of the Council in general, except to the extent they relate directly to rating strategies;
- 3.3 Cost effectiveness and efficiency of providing Council services;
- 3.4 The merit or otherwise of the range of services and facilities provided by the Council;  
and
- 3.5 The Council's Capital Works Program.



#### **4. Council's responsibility to the Reference Group**

4.1 The Council will provide the Reference Group with the necessary expert advice to enable it to reach its recommendations. This may include;

- MAV publications: -
  - *"Developing a Rating Strategy – A Guide for Councils"*
  - *"A Rating Strategy – An example"*
  - Reference to relevant legislation – mainly the *Local Government Act 1989*
  - Rating models and information from other Regional Councils (and other municipalities as requested)
  - Financial modelling generated by Council staff

The Council will support participation of officers as required to inform the meeting, support meeting processes and other meeting requirements.

4.2 The Council may use the information provided from the Reference Group and consult further with the wider Greater Shepparton community.

4.3 The Council will use information that has been obtained from the Reference Group and the wider Greater Shepparton community as part of its decision making process.

4.4 The Council may amend the recommendations of the Reference Group based on information obtained during any subsequent consultations.

4.5 The Chief Executive Officer of Greater Shepparton City Council shall be an ex-officio, non-voting member of the Reference Group. The Chief Executive Officer may delegate this membership to other officers.

#### **5. Composition and proceedings of the Reference Group**

5.1 The Reference Group shall comprise of 13 members appointed by resolution of the Council as follows:

- Two (2) Councillors
- One (1) representative from the Shepparton Chamber of Commerce and Industry
- One (1) representative from the Mooroopna Traders
- One (1) representative from the Tatura Traders

- One (1) representative from the Shepparton Commercial Improved 1 property sector
- One (1) representative from farming / rural land owners
- Two (2) representatives from residential home owners
- One (1) representative from industrial land owners
- One (1) representative from welfare organisations
- One (1) representative from tourism association
- One (1) representative from environmental groups
- Council staff will also attend to provide technical input and administrative support. The Chief Executive Officer will determine the staff required to support the group which may vary from time to time.

5.2 All persons nominated to serve on the Reference Group shall be subject to the initial and continued approval of the Council for the term set out in clause 5.3.

5.3 Subject to clause 5.4, all Reference Group members remain in office until the completion of the review, or 31 December 2012, whichever is the earlier.

5.4 On the resignation of, or in the case of a representative being incapable of acting as a representative body, the Council may, on the advice of the Reference Group, advertise for a replacement Reference Group person. The term of office of persons appointed to fill such a vacancy shall expire on the date at which the previous member would have gone out of office. Council may also consider leaving such position vacant if it deems the remaining tenure of the Reference Group insufficient to warrant a replacement being appointed.

5.5 The Council is empowered to declare a Reference Group member's office vacant if he/she fails to attend two (2) consecutive meetings without leave of the Reference Group by resolution duly passed or on the recommendation of the Reference Group.

5.6 A Councillor shall be appointed as Chairperson.

5.7 If a member of the Reference Group has a conflict of interest in any matter in which the Reference Group is concerned, the member must disclose the nature of that interest at the meeting at which the matter is discussed.

Members with a conflict of interest must abstain from the proceedings, including removing themselves from the meeting while the item is under discussion.

5.8 For the purpose of clause 5.7, it is accepted that all members of the Reference Group are likely to be ratepayers and may potentially benefit from any changes recommended by the group. It is also accepted that such potential benefit, or disbenefit, may vary disproportionately in its financial effect between members of the Reference Group. This is in itself would not be deemed to be a conflict of interest.

## **6. Meetings of the Reference Group**

6.1 Meetings of the Reference Group shall be held as determined by the Reference Group.

6.2 Meetings of the Reference Group must be held at a time and place determined by the Reference Group.

6.3 A motion before a meeting of the Reference Group is to be determined by consensus on the following basis:

- a) Each member of the Reference Group who is entitled to vote is entitled to one vote;
- b) Unless the procedures of the Reference Group otherwise provide, voting must be by a show of hands;
- c) If there is an equality of votes, the motion is lost.

6.4 The Reference Group shall keep a record of each of its meetings and the Chairperson shall ensure that the minutes of the meeting are submitted to the next meeting for confirmation.

6.5 When the minutes are confirmed the Chairperson at the meeting must sign the minutes and certify that they have been confirmed.

6.6 Seven members of the Reference Group shall constitute a quorum at any meeting of the Reference Group and no business shall be transacted at any such meeting unless a quorum is present.

6.7 The Reference Group may form Sub-Reference Groups from amongst its members for the purpose of recommending on matters pertaining to the provisions of this instrument, provided that no decision may be acted upon until adopted by the full Reference Group.

6.8 The Chairperson shall be an ex-officio member of all Sub-Reference Groups.

6.9 Such Sub-Reference Groups shall only be established by resolution of the Reference Group and shall only carry out those functions stated in such resolution, as determined by the Reference Group.

## **7. Indemnity**

7.1 The Council will indemnify members of the Reference Group against any action liability claim or demand on account of any matter or thing done by them on behalf of the Reference Group when they are acting in accordance with this Terms of Reference by that member of the Reference Group in the honest and reasonable belief or under a mistake of law that the member was properly exercising any function or power of the Reference Group.

7.2 All materials, information and references provided in the course of Reference Group meetings will be deemed confidential unless approved by the Council as not being confidential.

## **8. Term of Appointment**

8.1 This Reference Group shall cease on 31 December 2012, unless otherwise extended in writing by the Council.

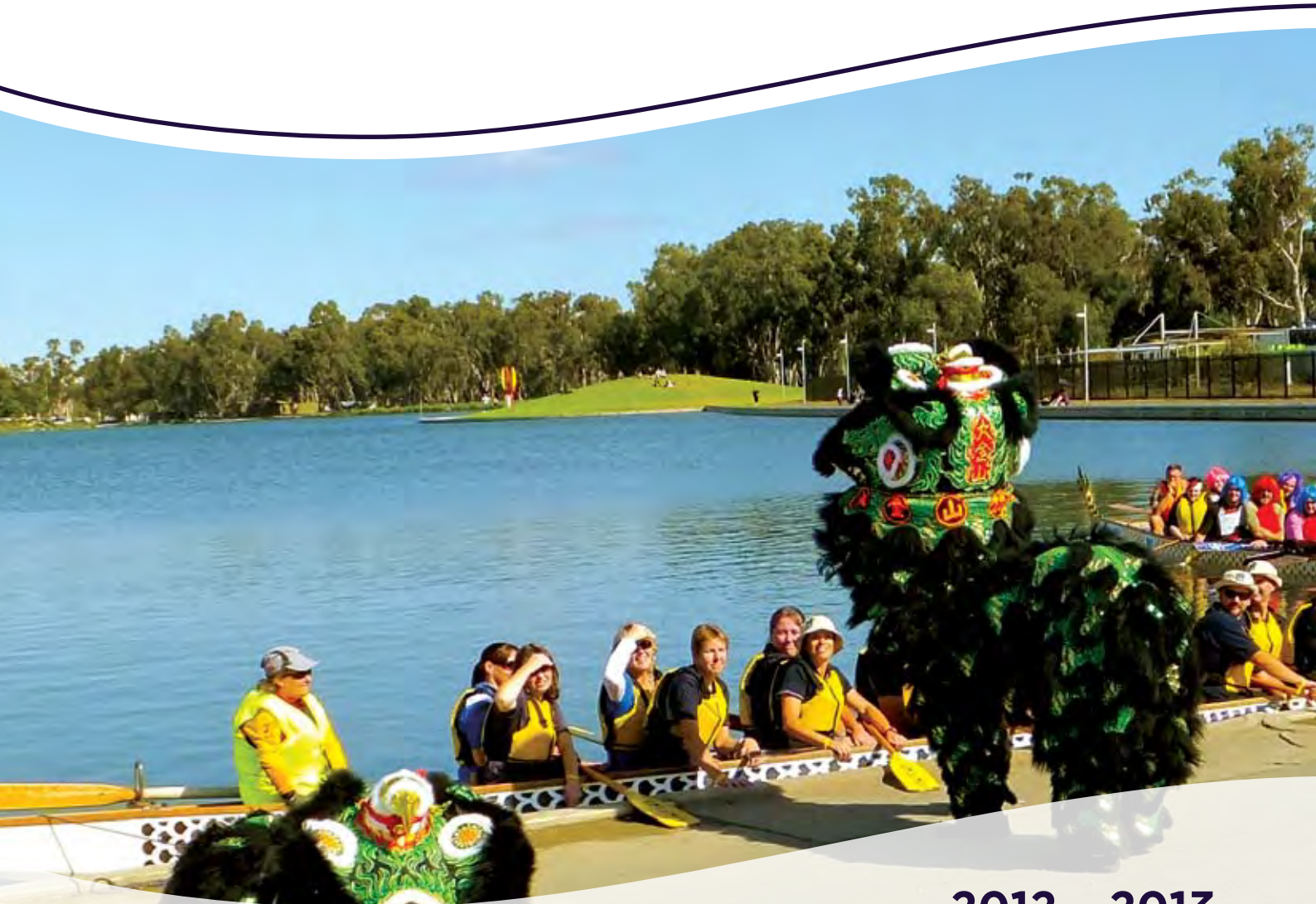
## **9. Revocation**

9.1 These terms of reference may be revoked at any time by the Council, if in the view of the Council, the Reference Group is not functioning in the best interest of the community and the Council. The Council shall not exercise this power of revocation unless all reasonable attempts at negotiation have been exhausted between the Council and the Reference Group.

## **10. Reference Group Representation**

10.1 It will be the responsibility of the Reference Group to notify the Council of the resignation and/or appointment of members from the Reference Group.

# Greater Shepparton City Council



**2012 - 2013**  
Budget

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## Mayor's Summary

It gives me great pleasure to present this budget to the community of Greater Shepparton.

The Council, in delivering this annual budget has considered many factors in an effort to continue to balance the community expectations and benefits with financial responsibilities.

Council is determined to sustain Greater Shepparton's growth and continue to provide resources to deliver projects and services that address community priorities outlined in the 2009-2013 Council Plan.

This is the final budget to be delivered by current term councillors and uses the current Council Plan and associated priorities in conjunction with the long term strategic plan as the basis for Council decision making during this budget process.



Today's environment is particularly challenging financially, for residents, business owners and council alike. Therefore we are proud to deliver a budget that attempts to maintain existing service levels, as well as delivers strong investment in capital works without the use of new borrowings. The Council is especially pleased to maintain its commitment to funding renewal works on our ageing and outdated infrastructure as well as again allocating an amount of \$0.5 million specifically to undertake new projects and support our communities to develop local plans and initiatives.

As part of the rigorous review process, costs have been carefully scrutinized so as to realise efficiencies and generate savings where possible. This provides for a budget surplus of \$5.8 million and is an important source of funding for capital works. This surplus varies from the draft budget due to the changes identified in Appendix G (pg 143), which primarily relate to the early recognition of grant income and the reduction of declared rates and charges from the draft budget. Furthermore changes to the Long Service Leave Act now permit Council to redirect existing funds which have in the past been held in reserve and have been unable to be used to deliver community projects. The surplus forecast for the 2012/2013 draft budget combined with the use of \$2 million of funds held previously for coverage of employee long service leave entitlements mean that Council is not proposing any new borrowings this budget.

## Mayor's Summary

Having given consideration to the feedback received by the community during the public consultation period, Council is budgeting a 3.95 per cent increase in the total declared rates and charges revenue for 2012/2013. This is a reduction of two per cent from the draft budget and has seen an adjustment to reduce costs. The decrease in rates and details of these reductions can be found in Appendix G (pg 143). The 3.95 per cent increase allows us to maintain service levels, fund a small number of new initiatives and continue to allocate funds to renew the municipality's infrastructure at a slightly lower level than identified in the draft budget. The Council has further progressed proposals identified in the rating strategy review which was commenced in 2011. The 2012/2013 Rating Strategy sees that the municipal charge be increased by \$50.00 on all properties. An adjustment of rating effort to minimise rate increases on industrial and commercial improved properties is also implemented. Further work on the Rating Strategy will continue during the 2012/2013 rating year and the Council to set up a consultative committee to assist with the review.

While the Council is proud to deliver a budget it feels maintains a strong financial position it has had to accommodate a number of external factors which are outside our control. Council is impacted by the requirement to again fund increases in the Victorian State Government's Environmental Protection Agency (EPA) levy associated with the disposal of waste into landfill with costs rising. Council is also expecting considerable increases in insurance premiums following a number of natural flood and storm events across the state.

Council has also had to factor in significant increases in utility and fuel costs which are heavily impacted by the carbon tax. These increases have been necessary to ensure adequate budget cover is provided to meet actual expected costs. However Council is actively looking at ways to reduce impacts of the carbon tax and green house emissions to realise cost savings and is proud to include in the capital works program a utility management systems project at Aquamoves. This will deliver more efficient utility consumption and fewer emissions each year, ultimately meaning savings in utility costs.

Other factors impacting the budget this year include the loss of grant revenue associated with the unbundling of water entitlements from property valuations and the need to partially fund a call made on the defined benefits superannuation scheme in 2010/2011. The Council has a number of long serving employees and past employees who are members of the scheme and is legally obligated to contribute funds when called upon. Council will this year establish a future fund in an effort to minimise any future financial liabilities arising from defined benefits obligations. This will assist to smooth the impact of likely future calls on the defined benefit scheme. Council is aware another call will be made to Councils during 2012/2013 for payment 1 July 2013. When formal advice and amounts are known a report will come back to Council outlining options.



## Mayor's Summary

The 2012/2013 Budget provides for a capital works program of \$31.37 million, of which \$2.81 million relates to projects carried over from the 2011/2012 year. Excluding these carry forward projects this budget includes many new and important projects which cover a broad cross-section of community needs. Highlights include:

### **Roads (\$12.78 million) – including:**

- Local roads reconstructions (\$2.57 million)
- Council roads preservation works (\$4.72 million)
- Roads to Recovery Program (\$1.45 million)
- Footpath upgrades (\$300,000)

### **Drains (\$4.11 million) – including:**

- Drainage projects under the Council's drainage replacement program (\$1.06 million)
- Mooroopna West Flood Mitigation works (\$500,000)
- Tatura Park drainage works (\$200,000)
- Building Better Regional Cities Flood Mitigation Works (\$1.80 million)

### **Open Space and Recreation (\$3.7million) - including:**

- Premier soccer facility works (\$1.10 million)
- Regional netball complex (\$370,000)
- Shepparton Showgrounds grassed arena works (\$335,000)
- Sporting Future Program (\$120,000)
- Tom Collins Drive Western wall protection works (\$150,000)
- Victoria Park Shelter and BBQ renewal works (\$180,000)

### **Buildings (\$2.01 million) – including:**

- Vibert Reserve Pavilion development (\$300,000)
- Aquamoves utility management works (\$355,000)
- Building renewal works (\$951,000)

### **Plant and Equipment (\$3.09 million) – including:**

- Ongoing replacement of plant and fleet (\$2.00 million)
- Upgrade and replacement of Information technology (\$792,850)

### **Waste Management (\$2.66 million) – including:**

- Shepparton Transfer Station Development (\$1.70 million)
- Cosgrove Landfill 2 – Cell 3 cap construction (\$300,000)

### **Other (\$0.9 million) – including:**

- Safety Strategy CCTV's for the Shepparton Central Business District (\$250,000)
- Saleyards development works (\$422,000)

I thank all Greater Shepparton Councillors and the officers involved in the preparation of this budget for their diligence and cooperative effort. I also extend my sincerest thanks to the community for engaging with Council during the consultation process and encourage all community members to stay in touch during the development of the next Council Plan.

I am pleased to commend the 2012/2013 Budget as my first budget as Mayor and as a medium for delivering a number of exciting major projects and significant community initiatives; while maintaining Greater Shepparton City Council as a leader in responsible financial management.

**Cr Michael Polan**  
**MAYOR**

## Chief Executive Officer's Summary

Council has prepared a Budget for the 2012/2013 financial year which seeks to balance the demand for services and infrastructure with the community's capacity to pay. Key budget information is provided below about the rate increase, operating result, service levels, cash and investments, capital works, financial position, financial sustainability and key strategic activities of the Council.

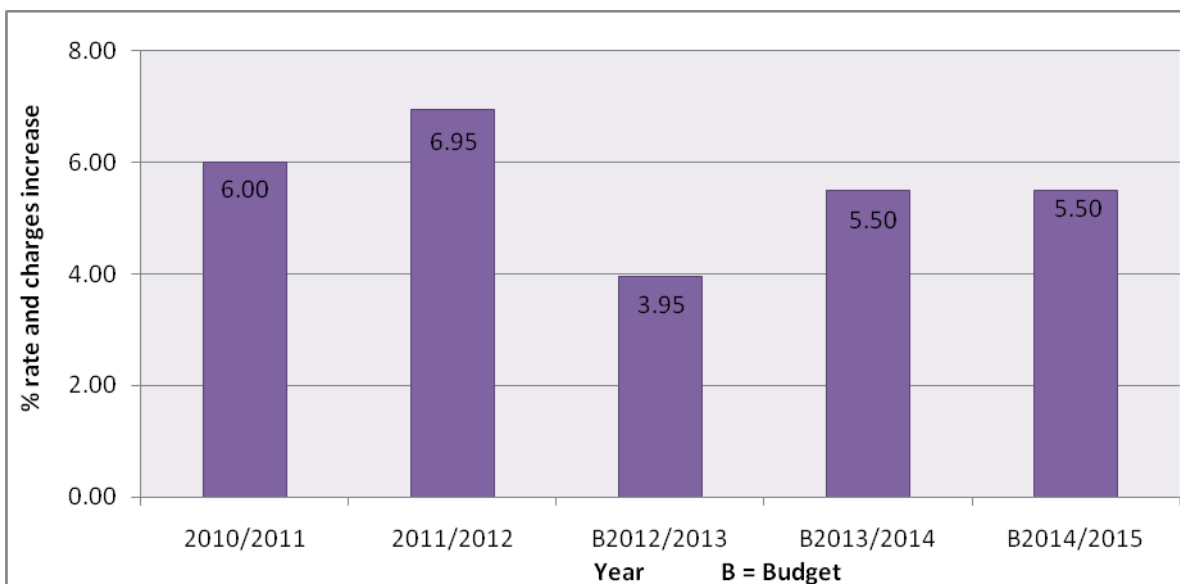


### 1. Rates

It is proposed that the declared general rates and charges revenue will increase by 3.95 per cent for the 2012/2013 year. Income from supplementary rates (i.e. properties newly subdivided or improved upon) is estimated at \$390,000, raising total rates and charges to \$56.4 million.

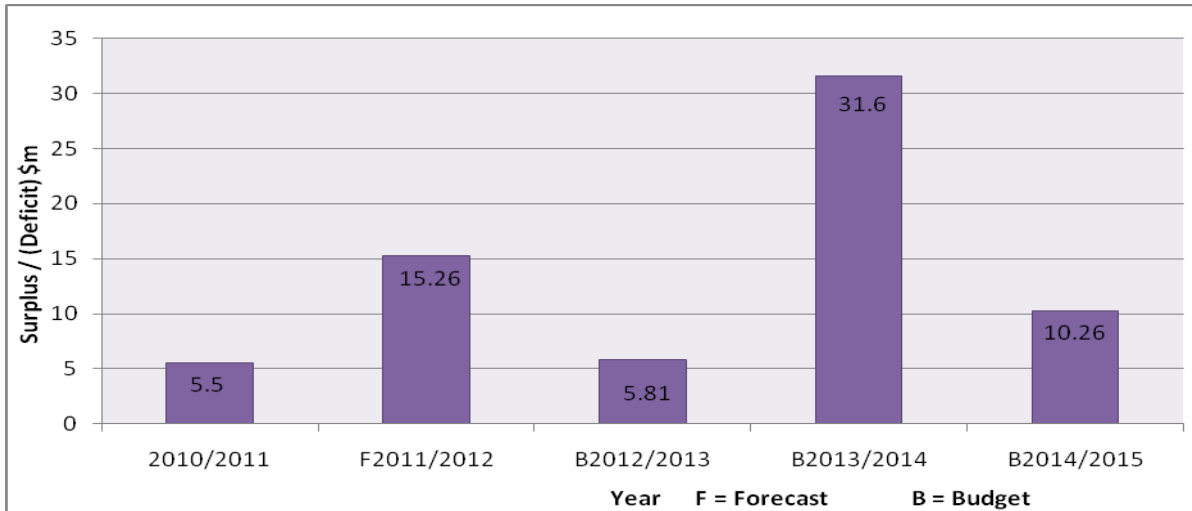
The increase is required to maintain service levels and meet the costs of a number of external influences affecting the operating budget. This rate increase is lower than Council's rating strategy and long term financial planning. (The rate increase for the 2011/2012 year was 6.95 per cent).

The major sources of income for the Council are rates and charges (52 per cent), operating and capital grants (20 per cent) and user charges (13 per cent).



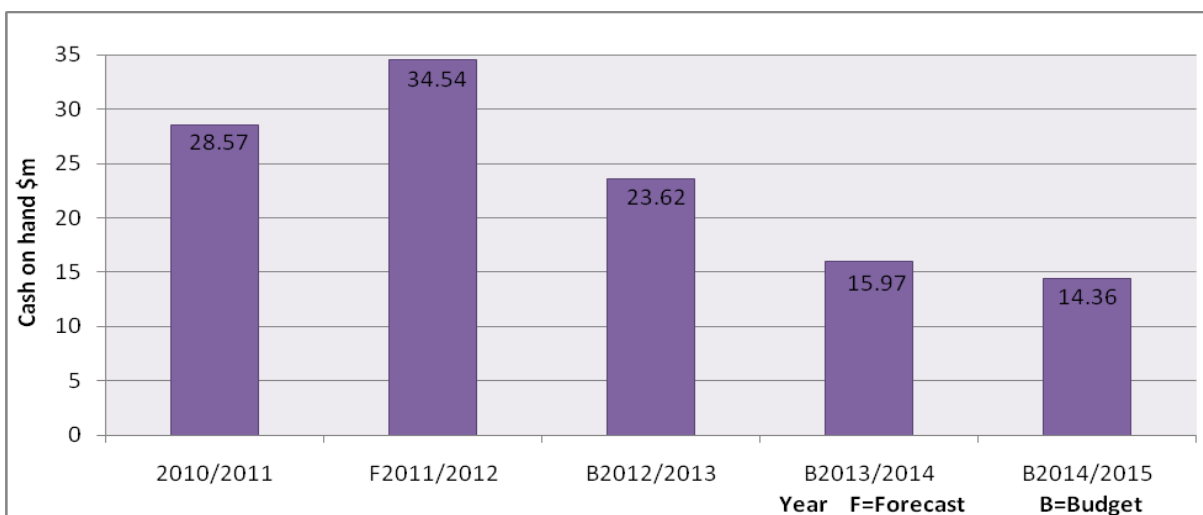
## Chief Executive Officer's Summary

### 2. Operating result



The expected operating result for the 2012/2013 year is a surplus of \$5.81 million, which is a decrease of \$9.45 million from 2011/2012. The change in operating result is largely due to timing of grants commission funding, which saw council receive funds earlier than expected in 2011/2012 and then in 2012/2013 effectively reporting a reduction in 2012/2013. In addition Council has received the first instalment of the Building Better Regional Cities grant of \$2.00 million in 2011/2012. These in turn shows a decrease in grant income however this is only a timing difference. Council has also reviewed its depreciation calculation which has resulted in an increase in useful life for infrastructure assets and a corresponding decrease of \$1.00 million in budgeted depreciation. The 2013/2014 year shows a significant increase in the operating result due to an infrastructure asset revaluation.

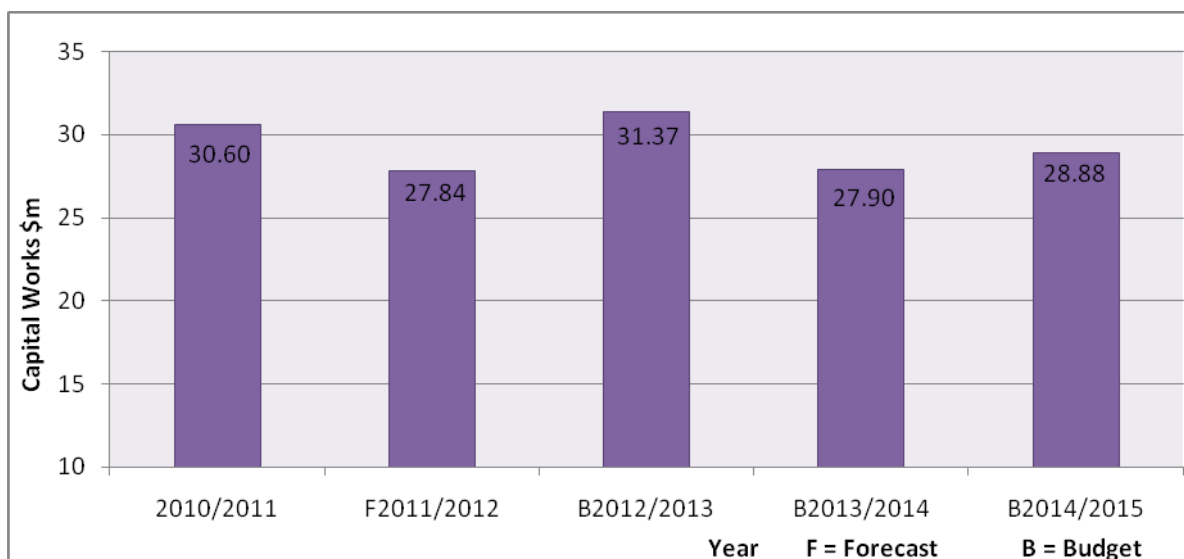
### 3. Cash and Investments



Cash and investments are expected to decrease by \$10.91 million during the year to \$23.63 million as at 30 June 2013. The reduction in cash and investments is in line with Council's strategic resource plan. (Cash and investments are forecast to be \$34.54 million as at 30 June 2012, with the increase against draft budget primarily due to the receipt of Grants Commission funding of \$5.34 million, Building Better Regional Cities funding of \$2.00 million and unspent capital works from 2011/2012, totalling \$2.8 million of carry forward works and \$4.1 million of DCP funding).

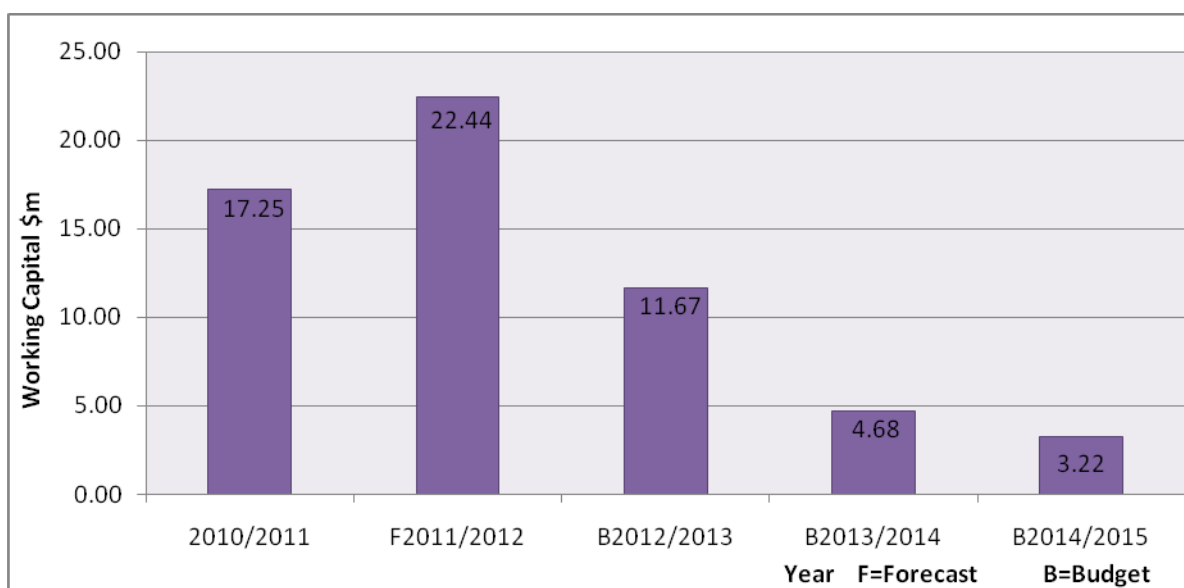
## Chief Executive Officer's Summary

### 4. Capital works



The capital works program for the 2012/2013 year is expected to be \$31.37 million. This amount is made up of \$28.57 million of new works and \$2.80 million of carried forward projects from 2011/2012. Of this capital funding required, \$16.13 million will come from Council operations, \$5.47 million from external grants and contributions and the balance of \$9.77 million from proceeds from sale of assets and cash / investments. The capital expenditure program has been set and prioritised based on a rigorous process that has enabled Council to assess needs and develop sound business cases for each project. Refer to Appendix D (pg 97) for a full capital listing.

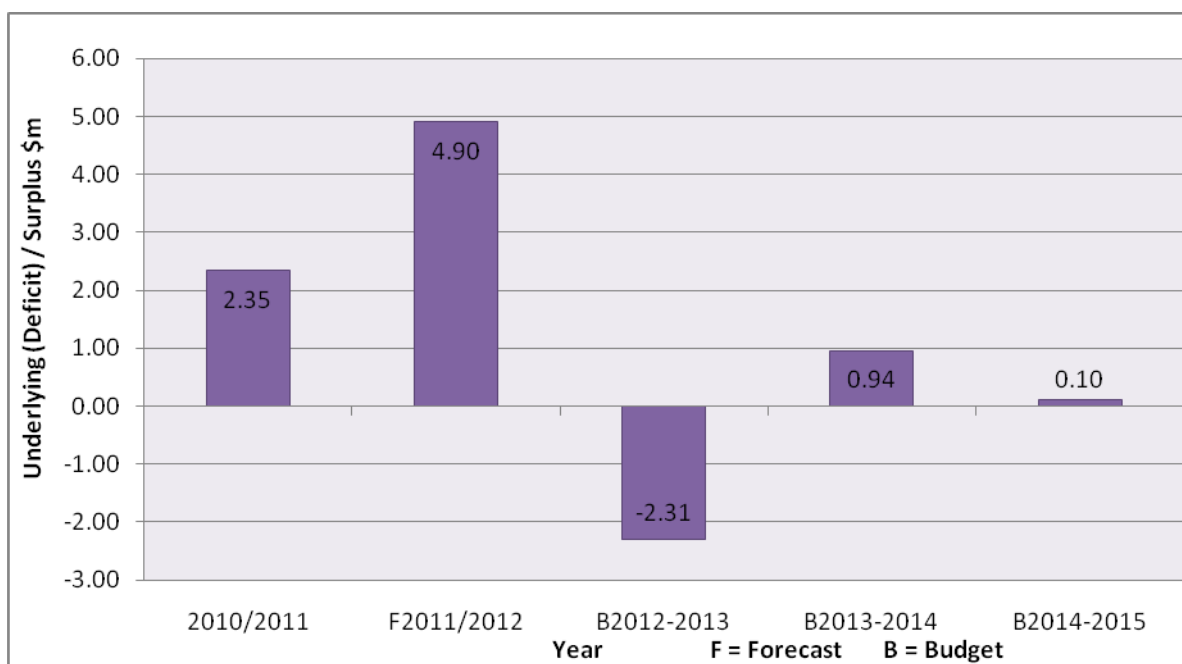
### 5. Financial Position



The financial position is expected to improve with net assets (net worth) to increase by \$5.81 million to \$664.47 million, although net current assets (working capital) will reduce by \$10.77 million to \$11.67 million as at 30 June 2013. This is mainly due to the use of cash received in advance during 2011/2012 for operations and carry forward funds to deliver the capital work program. (Total equity is forecast to be \$658.65 million as at 30 June 2012).

## Chief Executive Officer's Summary

### 6. Financial Sustainability – Underlying operating surplus/(deficit)



A high level Strategic Resource Plan for the years 2012/2013 to 2014/2015 has been developed to assist Council in adopting a budget within a longer term prudent financial framework. The key objective of the Plan is financial sustainability in the medium to long term, while still achieving the Council's strategic objectives as specified in the Council Plan.

The above graph presents a negative underlying surplus forecast in 2012/2013 with future year's identifying a small favourable position. The significant change between the draft budget and this budget is reflective of Council receiving one half (\$5.34 million) of the 2012/2013 grants commission funding in the 2011/2012 financial year. Past years are also effected as early payment of funding has occurred in the past 2 financial years as well.

The graph represents the budgeted accounting underlying surplus position and should not be confused with a cash surplus. The figures include a depreciation component in 2012/2013 of \$17.65 million, of which \$16.65 million (excluding carry forwards from 2011/2012) is being reinvested into the renewal component of the 2012/2013 capital budget. The underlying operating surplus reflected can be explained as being the surplus funds available to reinvest towards new and upgrade capital projects. Appendix B (pg 81) explains the operating surplus by providing a reconciliation of the income statement converted to cash.

This budget has been developed through a rigorous process of review and management endorses it as financially responsible. More detailed budget information is available throughout this document.

**Gavin Cator**  
**CHIEF EXECUTIVE OFFICER**

## Budget Process

This section lists the budget processes to be undertaken in order to adopt the budget in accordance with the *Local Government Act 1989* (the Act) and *Local Government (Finance and Reporting) Regulation 2004* (the Regulations).

Under the Act, Council is required to prepare and adopt an annual budget for each financial year. The budget is required to include certain information about the rates and charges that Council intends to levy as well as a range of other information required by the Regulations which support the Act.

The 2012/2013 budget, which is included in this report, is for the year 1 July 2012 to 30 June 2013 and is prepared in accordance with the Act and Regulations. The budget includes standard statements being a budgeted Income Statement, Balance Sheet, Cash Flows and Capital Works. These statements have been prepared for the year ended 30 June 2013 in accordance with the Act and Regulations, and consistent with the annual financial statements which are prepared in accordance with the Accounting Standards. The budget also includes detailed information about the rates and charges to be levied, the capital works program to be undertaken and other financial information, which Council requires in order to make an informed decision about the adoption of the budget.

In advance of preparing the budget, Officers firstly review and update Council's long term financial projections. The preparation of the budget, within this longer term context, begins with Officers preparing the operating and capital components of the annual budget during February and March. A draft consolidated budget is then prepared and various iterations are considered by Council at informal briefings during April. A 'proposed' budget is prepared in accordance with the Act and submitted to Council in May for approval 'in principle'. Council is then required to give 'public notice' that it intends to 'adopt' the budget. It must give 28 days' notice of its intention to adopt the proposed budget and make the budget available for inspection at its offices and on its website. A person has a right to make a submission on any proposal contained in the budget and any submission must be considered before adoption of the budget by Council.

To assist interested persons to understand the budget and make a submission if they wish, Council officers undertake a community engagement process including public information sessions, focus groups and other techniques. The final step is for Council to adopt the budget and a copy submitted to the Minister by 31 August each year.

## Budget Process

The key dates for the budget process are summarised below:

Budget process	Timing
1. Officers update Council's long term financial projections	Dec/Jan
2. Officers prepare operating and capital budgets	Feb/Mar
3. Council considers draft budgets at informal briefings	April
4. Proposed budget submitted to Council for approval	May
5. Public notice advertising intention to adopt budget	May
6. Budget available for public inspection and comment	May/Jun
7. Community engagement process undertaken	May/Jun
8. Submission period closes (28 days)	Jun
9. Submissions considered by Council/Committee	Jun
10. Budget and submissions presented to Council for adoption	July
11. Copy of adopted budget submitted to the Minister	Aug
12. Revised budget where a material change has arisen	Sep-Jun

## **Overview**

**Part 1 – Linkage to the Council Plan**  
**Part 2 - Activities and Initiatives**  
**Part 3 – Budget Influences**



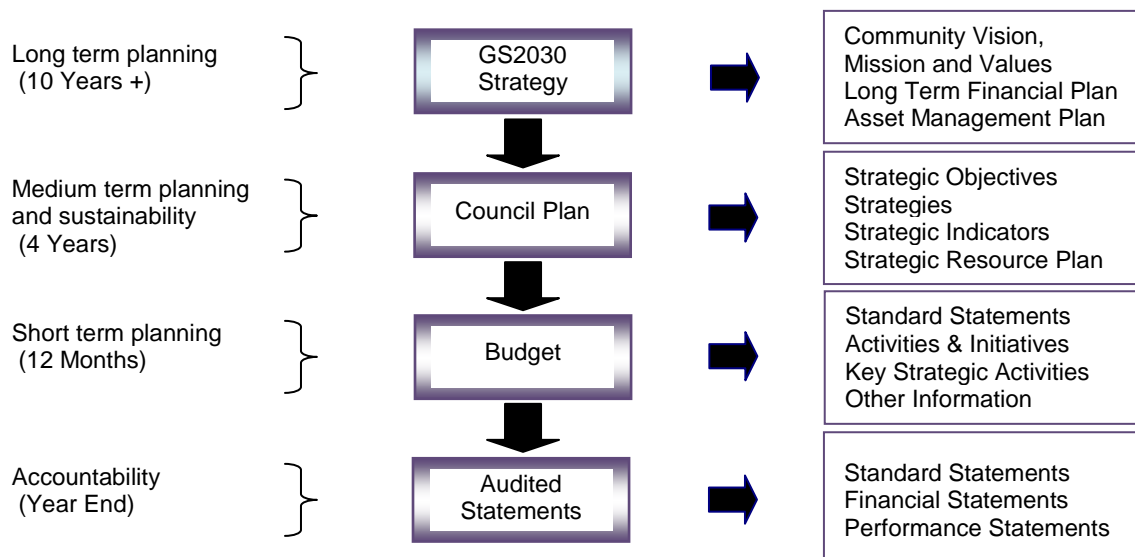
## Part 1: Linkage to the Council Plan

This section describes how the Annual Budget links to the achievement of the Council Plan within an overall planning framework. This framework guides the Council in identifying community needs and aspirations over the long term (Greater Shepparton 2030), medium term (Council Plan) and short term (Annual Budget), and then holding itself accountable (Audited Statements).

### 1.1 Strategic Planning Framework

The Strategic Resource Plan, included in the Council Plan, summarises the financial and non-financial impacts of the objectives and strategies and determines the sustainability of these objectives and strategies. The Annual Budget is then framed within the Strategic Resource Plan, taking into account the activities and initiatives included in the Annual Budget, which contribute to achieving the strategic objectives specified in the Council Plan.

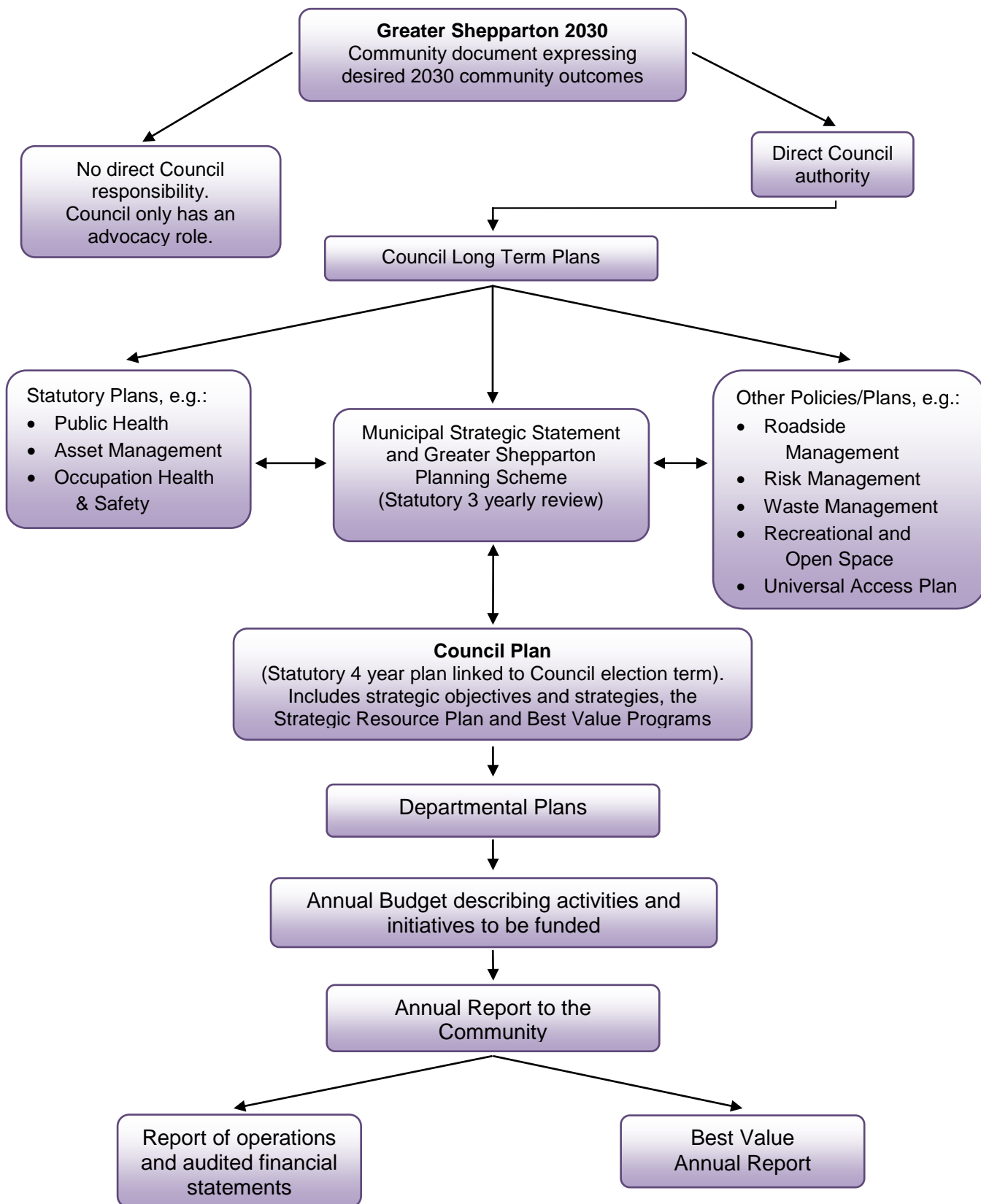
The diagram below depicts the strategic planning framework of Council.



The timing of each component of the planning framework is critical to the successful achievement of the planned outcomes. The Council Plan, including the Strategic Resource Plan, is required to be completed by 30 June following a general election and is reviewed each year by May.

In addition to the above planning framework, the Council places significant emphasis on integrated council planning that aims to achieve a whole-of-community approach and sustainable community outcomes. This is achieved by ensuring that the environmental spheres of influence (built/physical, social, economic, and natural) are holistically taken into account through a combination of linkages and partnerships in planning, decision-making, implementation and performance. The annual budget is just one of a series of strategic and corporate plans that comprise Greater Shepparton's integrated planning framework as shown in further detail on the following page.

**Part 1:  
Linkage to the Council Plan**



## Part 1: Linkage to the Council Plan

### 1.2 Our Purpose

Our Vision:

**GREATER SHEPPARTON**  
As the Food Bowl of Australia, a sustainable, innovative and diverse community  
**GREATER FUTURE**

Our Values:

Value	Description
<b>Leadership</b>	Set an example that encourages others to strive for positive community outcomes to the best of our ability.
<b>Integrity</b>	Be honest and ethically upright – I am my word.
<b>Respect</b>	Show consideration and appreciation of others and seek to understand their point of view.
<b>Innovation</b>	Think outside the square, challenge the status quo and seek continuous improvement through the application of new ideas and work methods.
<b>Teamwork</b>	Build the understanding that we all work for the one organisation.

## Part 1: Linkage to the Council Plan

### 1.3 Strategic Objectives

The Council delivers activities and initiatives under 29 major service categories. Each contributes to the achievement of one of the six Strategic Objectives as set out in the Draft Council Plan for the years 2009-2013 and shown in the table below.

The Greater Shepparton City Council's key Strategic Objectives are aligned to the five key objectives and associated themes set out in the GS2030 Strategy, with the addition of a "housekeeping" strategic objective: Council Organisation and Management.

The key Strategic Objectives to be pursued by the Council during the life of the Council Plan reflect current Council priorities. The strategies, key performance indicators and targets identified under each Strategic Objective will be reviewed annually by the community and the Council.

Strategic Objective	Description
<b>1. Settlement and Housing</b>	Commitment to growth within a consolidated and sustainable development framework.
<b>2. Community Life</b>	Enhance social correctness, physical and mental health and well being, education and participatory opportunities in order to improve livability and a greater range of community services.
<b>3. Environment</b>	Conservation and enhancement of significant natural environments and cultural heritage.
<b>4. Economic Development</b>	Promote economic growth, business development and diversification, with a focus on strengthening the agricultural industry.
<b>5. Infrastructure</b>	The provision of urban and rural infrastructure to enhance the performance of the municipality and facilitate growth.
<b>6. Council Organisation and Management</b>	Deliver best practice management, governance, administrative and financial systems that support the delivery of Council programs to the community of Greater Shepparton.

## **Part 2:** **Activities and Initiatives**

### 2.1 At a Glance

#### **Budget Highlights**

- Total Operating Revenues (excl Capital) \$93.82 million.
- Total Operating Expenses (excl Capital) \$96.83 million.
- 1.0 per cent increase in operational costs.
- Capital Works Program \$31.37 million.
- Total Capital Revenues \$8.82 million.
- Total declared Rates and Charges revenue increase of 3.95 per cent on existing capital improved value.
- Continued prompt payment incentive providing 1.50 per cent discount for ratepayers.
- Increase to the municipal charge of \$50.00 on all properties which is included in the 3.95 per cent total increase in collection of rates and charges.
- Adjustment of rating effort to minimise rate increases on industrial and commercial improved properties.
- Nil increase in Kerbside Waste Collection charges from the 2011/2012 year.
- Continued commitment to providing funding to deliver on Council's asset renewal requirements.
- No new borrowings proposed.

## Part 2: Activities and Initiatives

This section provides a description of the activities and initiatives to be funded in the Budget for the 2012/2013 year and how these will contribute to achieving the strategic objectives specified in the Council Plan set out in Part 1. It also includes a number of key strategic activities and performance targets and measures in relation to these. The Strategic Resource Plan (SRP) is part of and prepared in conjunction with the Council Plan.

### 2.2 Strategic Objective: Settlement and Housing

A commitment to growth within a consolidated and sustainable development framework. The activities and initiatives for each service category are described below:

Activity	Description	Expenditure (Revenue) Net Cost \$'000
Development Facilities	This service processes all building permits, planning applications, provides advice and makes decisions about development proposals which require a planning permit, as well as representing Council at the Victorian Civil and Administrative Tribunal where necessary. It monitors the Council's Planning Scheme as well as preparing major policy documents shaping the future of Greater Shepparton.	5,252 <u>(1,313)</u> <b>3,939</b>
Environmental Health	This service protects the community's health and well-being by coordinating food safety support programs, Tobacco Act activities and smoke-free dining and gaming venue issues. The service also works to rectify any public health concerns relating to unreasonable noise emissions, housing standards and pest controls.	1,158 <u>(400)</u> <b>758</b>

### Initiatives

- 1) Encourage innovative, appropriate, sustainable and affordable housing solutions.

In partnership with developers, housing organisations and providers we will develop policies and strategies to promote universal housing and provide a mix of medium density, low density and rural living options across the municipality.

- 2) Encourage sustainable municipal growth and development.

In consultation with the Victorian Government and community stakeholders, we will continue to develop a planning framework that ensures that our growth and development does not compromise our enviable lifestyle.

- 3) Revitalise and promote the Shepparton CBD as the region's premier retail and entertainment destination.

We will work to progressively implement the recommendations of the Greater Shepparton CBD Strategy, with priority projects being the redevelopment of Vaughan Street between Maude and Corio streets, the creation of greater residential options within the CBD, the identification of further opportunities for car parking and the attraction of national retailers.

## Part 2: Activities and Initiatives

### 2.3 Strategic Objective: Economic Development

To promote economic growth, business development and diversification, with focus on strengthening the agricultural industry. The activities and initiatives for each service category are described below:

Activity	Description	Expenditure (Revenue) Net Cost \$'000
Development Services	This service assists the organisation to facilitate an environment that is conducive to a sustainable and growing local business sector and provides opportunities for local residents to improve their skill levels and access employment. It also carries out research on economic, demographic, urban development and social issues.	1,956 (859) <b>1,097</b>
Saleyards	This Shepparton Regional Saleyards is a modern state-of-the-art facility with an emphasis on providing a pleasant environment for clients, agents, staff and stock. The facility has roofed cattle yards with soft standing pens, NSQA Certification, a large truck wash and a cafe.	1,042 (1,322) <b>(280)</b>
Tourism	Greater Shepparton is synonymous with great food, wine, waterways and weather, and boasts a diversity of cultural, outdoor and sporting activities seldom found anywhere else. Attractions include the Art Gallery, Aquamoves, MoovingArt and SPC Ardmona KidsTown.	3,414 (626) <b>2,788</b>

#### Initiatives

- 1) Develop strategies to protect and enhance our irrigation based agricultural economy.

A significant decrease in the availability and security of water and a decrease in the number of younger people taking over the family orchard or farm are driving change in our region's agricultural landscape. Despite these pressures, strategies must be developed to ensure that the Goulburn Valley retains its position as a significant dairying, fruit growing and food processing region.

- 2) Pursue opportunities to increase the range of businesses and industries in the region.

The Council encourages this growth through investment attraction programs, by providing training and development for existing and new businesses and by helping businesses find people with the skills they need to be successful. We will plan for future expansion of industrial businesses across the municipality through an industrial land strategy, which will look to protect and grow the significant industrial activities.

- 3) Ensure a coordinated and effective approach to economic and tourism development.

Council will review how it's Economic Development, Major Events and Tourism departments work with Shepparton Show Me, Tourism Greater Shepparton and the Chamber of Commerce and Industry. A key focus will be the pursuit of opportunities to attract elite sporting events to the region, based on the quality of our sporting facilities.

## Part 2: Activities and Initiatives

### 2.4 Strategic Objective: Community Life

To enhance social connectedness, physical and mental health and well being, education and participatory opportunities in order to improve liveability and a greater range of community services. The activities and initiatives for each service category are described below:

Activity	Description	Expenditure (Revenue) Net Cost \$'000
Aged and Children's Services	This service provides a range of services for the aged and disabled including home delivered meals, personal care, transport, home maintenance, housing support and senior citizen clubs. This service also provides family oriented support services including pre-schools, maternal and child health, childcare, family day care and occasional care.	12,651 <u>(10,904)</u> <b>1,747</b>
Aquatic Facilities	Outdoor swimming pools operate in Mooroopna, Tatura and Merrigum. Aquamoves in Shepparton also has a range of indoor and outdoor swimming pools, including the new Splash Park.	4,190 <u>(2,803)</u> <b>1,387</b>
Arts and Culture	This service provides a varied ongoing program of arts and cultural events and activities, plans and develops arts and cultural facilities and infrastructure and develops policies and strategies to facilitate art practice.	4,752 <u>(1,303)</u> <b>3,449</b>
Law, Order and Safety	Council has adopted a series of local laws that aim to protect and enhance the community's general way of life and well-being. Laws are created, managed and enforced in the areas of animal control, emergency management and fire prevention.	1,231 <u>(1,130)</u> <b>101</b>
Other Community Programs	This service brings together a number of diverse programs to build strong sustainable communities, including youth development, public and community health, cultural partnerships and community safety.	2,385 <u>(576)</u> <b>1,809</b>
Public Open Space	This service is responsible for the management and implementation of open space strategies and maintenance programs, with public open space areas including SPC Ardmona KidsTown.	589 <u>(0)</u> <b>589</b>
Recreation and Parks	This service is responsible for the management and horticultural maintenance of ovals, playgrounds and parks, cemeteries, road reserves, and other facilities. It also provides tree maintenance and irrigation services.	6,446 <u>(333)</u> <b>6,113</b>
Sports Facilities	This service provides the opportunity for the public to participate in a variety of leisure activities, which contribute to the general well being of the community. Council operates Aquamoves, a fully equipped Gymnasium and aquatic facility offering a range of health and fitness services, as well as sports stadiums, the Shepparton Showgrounds and bicycle facilities.	2,158 <u>(538)</u> <b>1,620</b>



## Part 2: Activities and Initiatives

### Initiatives

- 1) Embrace and strengthen cultural harmony and diversity.

The development of a Cultural Diversity Plan and the elimination of discrimination in all activities and services will be pursued. The promotion of cultural festivals and activities will be supported to assist with this objective.

- 2) Develop and pursue strategies to improve community health and wellbeing.

Initiatives targeted at children and young people will be strengthened to improve the prospects and opportunities for these individuals and therefore the whole community. We will improve the opportunities for people with a disability to be more fully integrated into our community, both socially and economically.

- 3) Develop and promote local community sporting facilities.

Master plans have been adopted for many recreation reserves including the Mooroopna Recreation Reserve. These will be progressively implemented, to develop the region's sporting facilities even further.

- 4) Develop and promote the Shepparton Sports Precinct as a significant regional Victorian multi-sport complex.

New facilities will be provided for sport, shelter, changing and socialising. Buildings will be of high design quality with an emphasis on sustainability and comfortable outdoor areas. Where possible facilities will be shared between sporting groups and made available for general public use.

- 5) Provide affordable and sustainable community services.

The large number of services we deliver must be provided to a standard acceptable to the community. A review will be carried out to assess the types and levels of service provided to ensure that they meet the community's expectations.

- 6) Value Arts and Culture as an integral part of a dynamic community.

A vibrant and broad ranging arts and culture program is vitally important to our reputation as a dynamic and appealing place to live, work and play. We will encourage a diverse range of artistic and cultural activities that are accessible to as many people as possible across the municipality.

## Part 2: Activities and Initiatives

### 2.5 Strategic Objective: Environment

The conservation and enhancement of significant natural environments and cultural heritage. The activities and initiatives for each service category are described below:

Activity	Description	Expenditure (Revenue) Net Cost \$'000
Drainage	This service manages drainage schemes, replacement programs and upgrades, and also coordinates the Gemmill's Swamp Stormwater facility.	1,206 (0) <b>1,206</b>
Environmental Management	This service develops environmental policy, coordinates and implements environmental projects and works with other services to improve Council's environmental performance. Reducing greenhouse gas emissions within Council operations and the community are a key priority through Council's ongoing involvement in the Cities for Climate Protection Plus program.	1,039 (297) <b>742</b>
Waste Management	This service provides kerbside rubbish collections of garbage, hard waste and green waste from all households and some commercial properties in Council. It also provides street cleaning, leaf collection, weed removal, drainage pit cleaning and street litter bins throughout Council.	9,816 (15,042) <b>(4,774)</b>

#### Initiatives

- 1) Promote and demonstrate environmental sustainability.

Policies will be developed to promote the use of alternative, sustainable energy sources and the employment of water wise and carbon reducing technologies and principles in building design across the municipality. Plans will be implemented to reduce water consumption and improve the quality of water being returned to our environment.

- 2) Identify and respect our significant cultural and environmental assets.

We will work with community groups, government departments and other authorities to identify and protect significant built and natural environments across the municipality.

- 3) Enhance the community's use and appreciation of the Goulburn and Broken rivers.

The Goulburn and Broken rivers are significant environmental assets for our region. Their value to our community is now well recognised and projects such as RiverConnect, the CBD Strategy and the proposed Shepparton Regional Park and Lower Goulburn National Park represent opportunities for us to further embrace our rivers as valuable social, environmental and recreational resources. We will work with the Aboriginal population, Victorian Government bodies, community groups and individuals, to remove rubbish, eliminate invasive weed species, reintroduce native plants and animals and improve access to our rivers.

## Part 2: Activities and Initiatives

### 2.6 Strategic Objective: Infrastructure

The provision of urban and rural infrastructure to enhance the performance of the municipality and facilitate growth. The activities and initiatives for each service category are described below:

Activity	Description	Expenditure (Revenue) Net Cost \$'000
Aerodrome	The Shepparton Aerodrome is located on Melbourne Road, Kialla, 8 kilometres south of the Shepparton CBD. It is at latitude S 36° 25'7", longitude E 145°a 23'6" and altitude 374 feet and has two runways.	118 (80) <b>38</b>
Local Roads	This service conducts ongoing maintenance of the Council's roads, bridges, footpaths, and kerbs and channels.	16,550 (21) <b>16,529</b>
Operations Centre	This service is responsible for the coordination of the outdoor labour force and programs such as Work for the Dole and WipeOut.	3,090 (4) <b>3,086</b>
Parking Management	This service facilitates the smooth flow of traffic and parking throughout the municipality through the provision of safe and orderly parking enforcement and education.	1,350 (2,051) <b>(701)</b>
Planning, Investigation and Design	This service conducts capital works planning for Council's main civil infrastructure assets in an integrated and prioritised manner in order to optimise their strategic value and service potential. These include roads, laneways, car parks, foot/bike paths, drains and bridges. This service also undertakes design, tendering, contract management and supervision of various works within Council's capital works program.	1,61 (0) <b>1,614</b>
Plant	This service is responsible for the acquisition and maintenance of plant (heavy vehicle) and equipment assets.	4,115 (4,638) <b>(523)</b>
Public Buildings	This service is responsible for the maintenance, management and strategic planning for Council's building, land and property leases and licenses.	153 (0) <b>153</b>

#### Initiatives

- 1) Pursue duplication of major highway entrances to Shepparton and Mooroopna.

We will lobby the Victorian Government and VicRoads to extend the duplication of Benalla Road, Shepparton and McLennan Street, Mooroopna, in order to improve road safety, support business development and improve the appearance of these highways.

- 2) Provide affordable and sustainable community infrastructure.

We have approximately \$700 million of assets, which need to be maintained at a standard acceptable to the community. A review will be carried out on infrastructure maintenance standards to ensure the community's expectations are met.

- 3) Pursue the 'Foodbowl Alignment' as the preferred inland rail route.

We will continue to lobby for the proposed Melbourne to Brisbane inland rail alignment project to be built through our region, along what is known as the 'Foodbowl Rail Alignment'.

## Part 2: Activities and Initiatives

### 2.7 Strategic Objective: Council Organisation and Management

To deliver best practice management, governance, administrative and financial systems that support the delivery of Council programs to the community of Greater Shepparton. The activities and initiatives for each service category are described below:

Activity	Description	Expenditure (Revenue) Net Cost \$'000
Corporate Services	This service provides organisational policy, systems and support in the areas of continuous improvement, corporate planning, performance measurement and reporting. This service also develops and implements strategies, policies and procedures through the provision of human resources and industrial relations services.	4,487 <u>(455)</u> <b>4,032</b>
Financial Services	This service predominantly provides financial based services to both internal and external customers including the management of Council's finances, payment of salaries and wages to Council employees, procurement and contracting of services.	7,348 <u>(11,255)</u> <b>(3,907)</b>
Governance	This area includes the Mayor, Councillors and Chief Executive Officer and associated support which cannot be easily attributed to the direct service provision areas. This area also provides a range of governance, statutory and corporate support services.	1,804 <u>(53)</u> <b>1,751</b>
Information Services	This service provides, supports and maintains reliable and cost effective communications and computing systems, facilities and infrastructure to Council staff enabling them to deliver services in an efficient way.	4,224 <u>(2)</u> <b>4,222</b>
Management (Directorate)	This area includes the Executive Management Team and associated support which cannot be easily attributed to the direct service provision areas.	1,678 <u>(0)</u> <b>1,678</b>
Rates	This area focuses on the raising and collection of rates and charges and valuation of properties throughout the municipality.	135 <u>(425)</u> <b>(290)</b>

#### Initiatives

- 1) Review the Council's financial model for long term sustainability.

We intend to continue to review our financial model, to ensure that as a community, we are living within our means. A priority for this review is to ensure that services and assets are maintained at a level that is acceptable to the community.

- 2) Pursue organisational development and improvement.

By maintaining a program of continuous improvement and developing a structured program of process review, we will strive to find better ways to deliver services and value to the community.

- 3) Ensure our long term strategic vision remains relevant and accurate.

We will ensure that we are planning for the future needs of our municipality in a comprehensive and informed way by working with government agencies, community groups, neighbouring municipalities and other stakeholders on regional planning initiatives.

## Part 2: Activities and Initiatives

### 2.8 Reconciliation with budgeted operating result

	Revenue \$'000	Expenditure \$'000	Net Cost \$'000
Settlement and Housing	1,713	6,410	4,697
Economic Development	2,807	6,462	3,655
Community Life	17,587	34,401	16,814
Environment (excl Kerbside Charges)	5,339	12,061	6,722
Infrastructure	6,795	26,990	20,195
Council Organisation and Management	12,339	19,676	7,337
<b>Total activities and initiatives</b>	<b>46,580</b>	<b>106,000</b>	<b>59,420</b>
<b>Deficit before funding sources</b>			
<b>Funding sources</b>			
Rates and charges (incl Garbage Charges)			56,411
Capital grants and contributions			8,475
Proceeds from asset sales			345
<b>Total funding sources</b>			<b>65,231</b>
<b>Surplus for the year</b>			<b>5,811</b>

In addition to the above details of initiatives the Council will also aim to deliver \$31.37million of capital works across the municipality. Some highlights are shown on the following pages.

**Part 2:  
Activities and Initiatives**



**Waverley Avenue pedestrian maze over railway line at Merrigum**  
**\$64,000**

Grant funded works will include a fully accessible pedestrian maze across the railway line linking Merrigum Park to centre of Merrigum. The works will also include improved pedestrian facilities to cross Waverley Avenue and Andrews Road.

**Information Technology**  
**\$792,850**

Funding to ensure our internal and external Information Technology Systems, including Council's Storage Area Network (SAN) is able to meet growing demands.



**Community Football Complex**  
**\$1,100,000**

Stage 2 works to construct four natural turf pitches at Shepparton Sports Precinct as replacement for existing pitches at Chas Johnson Reserve. 2012/13 works include earthworks, irrigation, water storage, storm water retention, drainage, fencing, roadways, parking, fencing and landscaping. Council will apply for funding for the project to continue in 2013/2014 which if successful would help deliver completed playing surfaces, goal installations, spectator and player shelters, change rooms and toilet facilities. Compliments completed stage 1 works which has provided a premier football pitch.

**Building Renewals**  
**\$951,000**

Council's building renewal program is provided to undertake renewal works on 477 buildings in the municipality owned by Council.

**Part 2:  
Activities and Initiatives**



**Urban Drainage Renewal**

**\$730,000**

Upgrades to penstocks, pumping stations and underground drainage in urban areas.

**Street Beautification Footpath Upgrade (High St, Fryers St, and Taxi Rank**

**\$280,000**

The works will incorporate a Disability Discrimination Act (DDA) compliant safe taxi rank on the north side of Fryers Street between Wyndham Street and Welsford Street.

**Rural Drainage**

**\$331,000**

Rural road table drainage and cross culverts improvements and renewal.

**Aquamoves Utility Management Upgrades**

**\$355,000**

The introduction of a range of energy management systems reducing energy use at Aquamoves resulting in more efficient utility consumption and a reduction in CO2 emissions of up to 800 tonnes per annum and reduction in cost of utilities by up to \$70,000 per annum.



**Central Park Waste Treatment**

**Renewal**  
**\$150,000**

Construction of new sewer main to replace existing septic system. Current system is overloaded and the works will increase public safety.

**Mooroopna West**

**\$765,000**

Growth Corridor works which will include a Community Centre, bicycle paths, playgrounds, flood mitigation works, and works on several intersections.

**Part 2:  
Activities and Initiatives**



**Roads for Renewal Program**  
**\$2,566,637**

These funds provide for various road reconstruction projects across the municipality and contributes towards council asset renewal targets.

**Roads to Recovery**  
**\$1,463,000**

A Federal Government initiative, which has secured funding to deliver further road works to complement the Council Roads to Renewal Program.

**Shepparton Transfer Station Development**

**\$1,700,000**

A major upgrade of the Shepparton Transfer Station to improve safety for both the public and staff, increase the efficiency of operations, assist with compliance issues and to provide an all weather facility for customers.

The upgrade will include a shallow walking floor trench for tipping, compactor bins that can be weighed prior to the transport of waste and the majority of tipping areas will be protected from the weather.



**Kialla Lakes Drive**  
**\$159,000**

Landscaping, street lighting works and Telstra Pit alterations to be undertaken during 2012/2012 to complete the final stages for work.

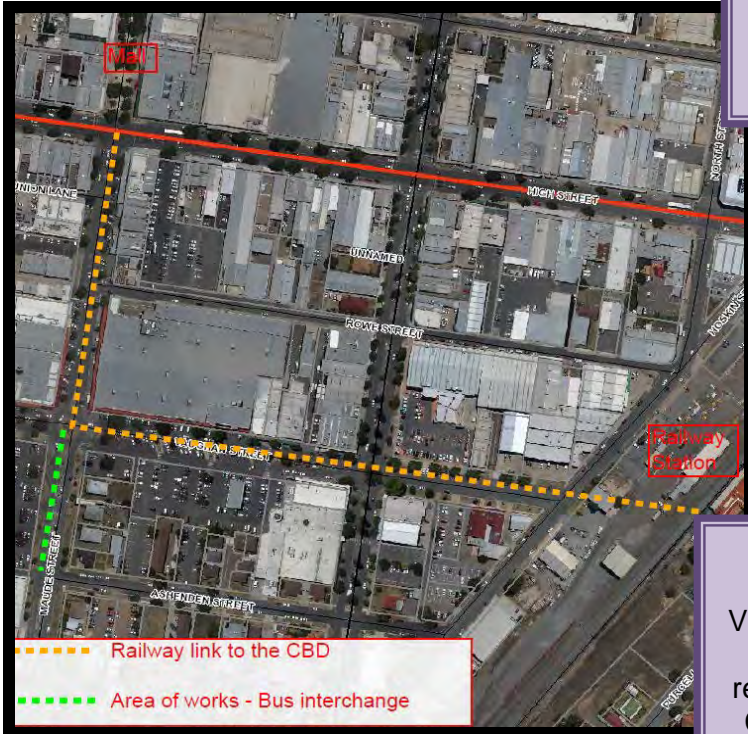




**Part 2:  
Activities and Initiatives**



**Connolly Estate**  
**\$545,000**  
Stage 5 of the Verney Road Intersection, Stage 5 of the wetlands upgrade and landscaping, and further land acquisition adjacent to the current stage 5 land.



**Asset Preservation**  
**\$4,720,000**  
Provision of funds will be used for maintaining our assets in the areas of footpaths, kerb and channel, reseals and asphalt.

**Vaughan Street Precinct**  
**\$73,000**  
Vaughan Street Precinct is a project that is aimed at continuing the works required to link the railway station to the CBD. \$55,000 will be used to produce concept and design plans ready for construction, \$16,000 for an animated fly through to cover the area of streetscape from Ashenden Street to High Street and \$2,000 for a tree assessment report.

**Part 2:  
Activities and Initiatives**



**Australian Botanic Gardens Shepparton**  
**\$50,000**

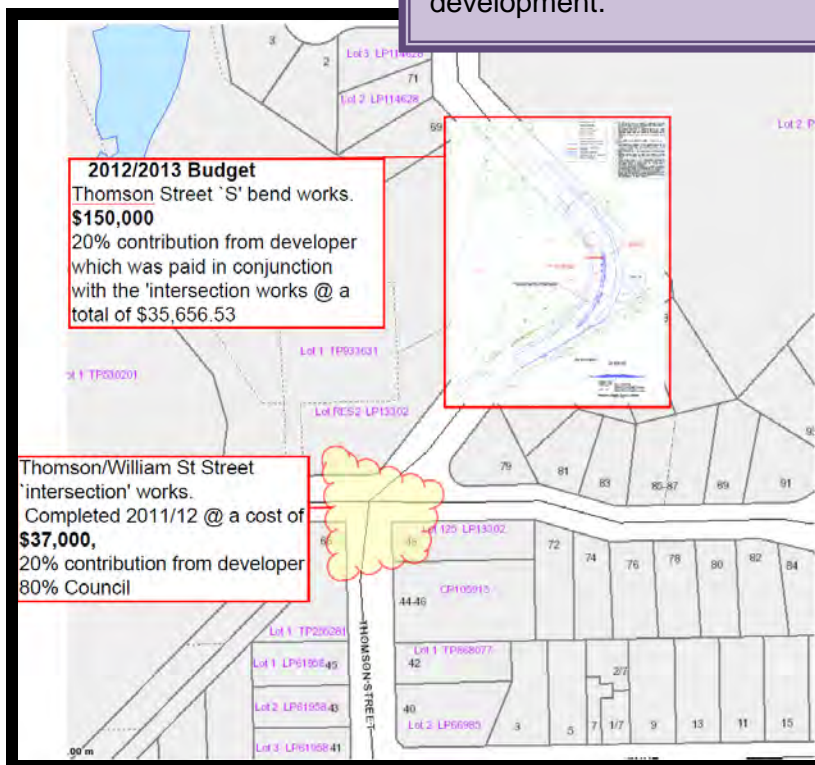
This is the third of a five year financial support agreement that provides \$50,000 per year for development of the Australian Botanic Gardens Shepparton. Planning and development is led by a community based Section 86 Special Committee and is supported by various community organisations.

**North Links Estate**  
**\$150,000**

Upgrade Thomson Street (north of William St) to a 35m radius for better traffic flow on this bend, and to satisfy Stage 4 of the development.

**Regional Netball Complex**  
**\$370,000**

Reconstruction of eight netball courts to current Australian Standards. Supported by \$100,000 State Government Grant and \$60,000 contribution from Shepparton Netball Association.



**2012/2013 Budget**  
Thomson Street 'S' bend works.  
**\$150,000**  
20% contribution from developer which was paid in conjunction with the 'intersection works @ a total of \$35,656.53

Thomson/William St Street 'intersection' works.  
Completed 2011/12 @ a cost of **\$37,000**,  
20% contribution from developer  
80% Council

**Vibert Reserve Pavilion**  
**\$300,000**

Stage 2 development of the Vibert Reserve Pavilion to service the high use of sporting fields at Vibert Reserve and McGuire Oval. Works will include the construction of additional change rooms, storage space, a small meeting room, umpire change rooms, and an externally accessible toilet.

## Part 2: Activities and Initiatives



### **Building Better Regional Cities** **\$1,810,000**

Mooroopna West Growth Corridor flood mitigation works funded in part by the Commonwealth and developers. The works will allow for the future residential growth of Mooroopna and incorporate a long linear public open space.

#### Legend

- ① Floodway / Public Acquisition Overlay
- ② Major Landscape Character Space
- ③ Minor Landscape Character Space
- ④ Boardwalk / Viewing Platform
- ⑤ Park Entrance with signage / entry feature
- ⑥ Major 2.5m walking path
- ⑦ Minor 1.5m walking path
- ⑧ Walking path incorporated into road reserve at pinch points
- ⑨ Path linkage to existing network
- ⑩ Adjacencies to be acquired as open space
- ⑪ Existing Grey Box stand to be retained (Eucalyptus microcarpa)
- ⑫ New tree grove
- ⑬ Floodway buffer plantings
- ⑭ Proposed wetland sized in accordance with structure plan



### **Community Development** **\$550,000**

A Greater Shepparton City Council initiative, which supports implementation of actions identified in endorsed Community Plans. Funding has been allocated to deliver community infrastructure initiatives and other capacity building projects in partnership with our communities.

Note: The above projects relate to new works funded from a variety of sources and do not include any projects carried forward from 2011/2012.

## **Part 3:**

### **Budget Influences**

This section sets out the key budget influences arising from the internal and external environment within which the Council operates.

#### **3.1 Snapshot of Greater Shepparton City Council**

The City of Greater Shepparton is a vibrant, diverse community located approximately two hours north of Melbourne, in the heart of the Goulburn Valley. The City has a population of about 64,000 and covers an area of 2,421 square kilometres. It is the fifth largest provincial centre in Victoria and one of the fastest growing regions in the State. The major urban centres of Shepparton and Mooroopna are located at the confluence of the Goulburn and Broken Rivers and at the intersection of the Goulburn Valley and Midland Highways.

Nearly 80 per cent of people live in the major urban areas of Shepparton and Mooroopna. With a population of 4,500 and home to many industries and large organisations, Tatura is also a popular choice for many as are the smaller rural townships and surrounding agricultural areas of Congupna, Dookie, Katandra, Kialla West, Merrigum, Murchison, Tallygaroopna, Toolamba and Undera. This diversity of choice reflects the wide range of lifestyle choices available across the municipality, from small urban blocks close to high quality amenities, through to large working orchards and farms.

Greater Shepparton's diverse and multicultural composition is one of its key strengths, with approximately 11 per cent of residents being born overseas. Significant populations have settled in the region from Italy, Turkey, Greece, Albania, Netherlands, United Kingdom, Germany, India, New Zealand, Philippines and Iraq. More recently, families from the Congo and Sudan have moved to the area. The City also has a significant Aboriginal population, with approximately three per cent of its residents being of indigenous origin.

The region has a strong and well developed economy, based primarily on irrigated agriculture, food processing, retailing and road transport.

The Goulburn Valley is responsible for around 25 per cent of Victoria's agricultural production and is often referred to as the "Food Bowl of Australia". Dairying and fruit growing are the major primary industries, with the viticulture and tomato industries also showing significant growth. Food processing is a significant secondary industry, with over 30 major food processing related businesses located within two hours of the major urban centres.

The large volume of fresh and processed foodstuffs produced in the region generates an extremely high number of freight movements. The road transport industry which has grown up to support this freight task is a substantial contributor to Greater Shepparton's economy in its own right and Shepparton is now provincial Victoria's largest truck sales and service centre.

Greater Shepparton has enjoyed strong industrial, business and residential growth over the past ten years and Shepparton is one of the five fastest growing inland regional centres in Australia. Large food processing and retail developments have provided increased employment opportunities and underpinned this growth.

As a regional hub, Greater Shepparton provides a range of goods and services to a catchment of approximately 230,000 people. This regional role allows the City to support a strong and diverse retail sector and attract national retail outlets which in turn, increase the attractiveness of the City as a retail destination.

## Part 3: Budget Influences

The city also enjoys high quality medical services and offers a range of tertiary education opportunities. Latrobe University's new campus in Shepparton has further increased the range of tertiary courses available to regional students.

Greater Shepparton continues to reinforce its reputation as a key events destination within both the Victorian and National market. The City has a strong history of attracting major events to the region to boost the local economy.

### 3.2 External Influences

In preparing the 2012/2013 Budget, a number of external influences have been taken into consideration, as they impact significantly on the services delivered by the Council in the budget period. These include:

- Estimated CPI at 3.1 per cent per annum (December quarter 2011)
- MAV Local Government cost index estimated at 3.9 per cent per annum
- Growth factor 1.5 per cent per annum
- State and Federal grants to continue current trend but with a decrease in real terms
- Fuel and associated products pricing expected to remain high based on world-wide demand.
- Prevailing economic conditions faced across the community
  - Impact of flood and storm events in 2010, 2011 and 2012
  - Impacts felt by Greater Shepparton from the higher Australian Dollar
- Increases in utility costs associated with the introduction of carbon tax
- Costs associated with Council 2012 elections
- Loss of water unbundling assistance grant of \$260,000 received in 2011/2012
- Specific purpose Federal grants for local government infrastructure projects
- Additional costs associated with residential developments
- Increase in State imposed Environmental Protection Agency (EPA) levy
- Cost impacts associated with ongoing obligations to the defined benefits superannuation scheme
- Full year of costs associated with Federal and State Government changes to provision of Childcare services

## Part 3: Budget Influences

### 3.3 Internal Influences

As well as external influences, there are a number of internal influences which have a significant impact on the preparation of the 2012/2013 Budget. These matters have arisen from events occurring in the 2011/2012 year resulting in variances between the forecast actual and budgeted results for that year and matters expected to arise in the 2012/2013 year. These matters and their financial impact are set out below:

- Fees and charges reviewed with an average increase of 4 per cent per annum
- Use of \$2 million of existing Council funds, previously held as a legal requirement to cover Long Service Leave entitlements, to fund a portion of the Council's capital works program budgeted to be \$31.37 million
- Increases in employee benefits (in line with Council's Enterprise Bargaining increase, banding level increments and additional staff resources to meet growth and demand)
- Ongoing recruitment of professionally skilled staff
- Ongoing commitment to fund maintenance of existing infrastructure assets and asset renewal to appropriate levels
- Review of Council assets and useful life calculations resulting in a reduction in estimates depreciation budgeted for in 2012/2013
- Total Rates and Charges Revenue \$56.4 million. This includes a 3.95 per cent rate and charge increase on the declared general rates and charges revenue, along with an estimate of \$390,000 generated from supplementary rates (i.e. properties newly subdivided or improved upon).

### 3.4 Budget Principles

In response to these significant influences, guidelines were prepared and distributed to all Council officers with budget responsibilities. The guidelines set out the key budget principles upon which the officers were to prepare their budgets. The principles include:

- A zero based budget approach
- Existing fees and charges to be reviewed in line with commercial business principles (unless set by legislation) with increase to be set at 4 per cent
- Grants to be based on confirmed funding levels
- New revenue sources to be identified where possible
- Operational budgets increases limited to 3 per cent
- Service levels to be maintained at 2011/2012 levels with an aim to use less resources with an emphasis on innovation and efficiency
- New staff proposals to be justified through a documented business case
- New initiatives or projects which are not cost neutral to be justified through a documented business case
- Real savings in expenditure and increases in revenue identified in 2011/2012 to be preserved
- Operating revenues and expenses arising from completed 2011/2012 capital projects to be included
- Maintain Councils approach to continuous improvement in an effort to provide value for money and ensure realisation of productivity and effectiveness gains.

## **Part 3:**

### **Budget Influences**

#### **3.5 Legislative requirements**

Section 127 of the *Local Government Act 1989* requires the Council to prepare and adopt an annual budget for each financial year. The budget is required to include certain information about the rates and charges that Council intends to levy as well as a range of other information required by the *Local Government (Finance and Reporting) Regulations 2004* ('the Regulations') which support the Act.

The 2012/2013 Budget, which is included in this report, is for the year 1 July 2012 to 30 June 2013 and is prepared in accordance with the Act and Regulations. The budget includes standard statements being a budgeted Income Statement, Balance Sheet, Cash Flows and Capital Works. These statements have been prepared for the year ended 30 June 2013 in accordance with Australian Accounting Standards and other mandatory professional reporting requirements and in accordance with the Act and Regulations. It also includes detailed information about the rates and charges to be levied, the capital works program to be undertaken and other financial information which Council requires in order to make an informed decision about the adoption of the budget.

#### **3.6 Long term strategies**

The budget includes consideration of a number of long term strategies to assist Council in considering the Budget in a proper financial management context. These include a Rating Strategy (part 8) and Other Long Term Strategies (part 9).

## **Budget Analysis**

**Part 4 – Analysis of Operating Budget**

**Part 5 – Analysis of Budgeted Cash Position**

**Part 6 – Analysis of Capital Budget**

**Part 7 – Analysis of Budgeted Financial Position**



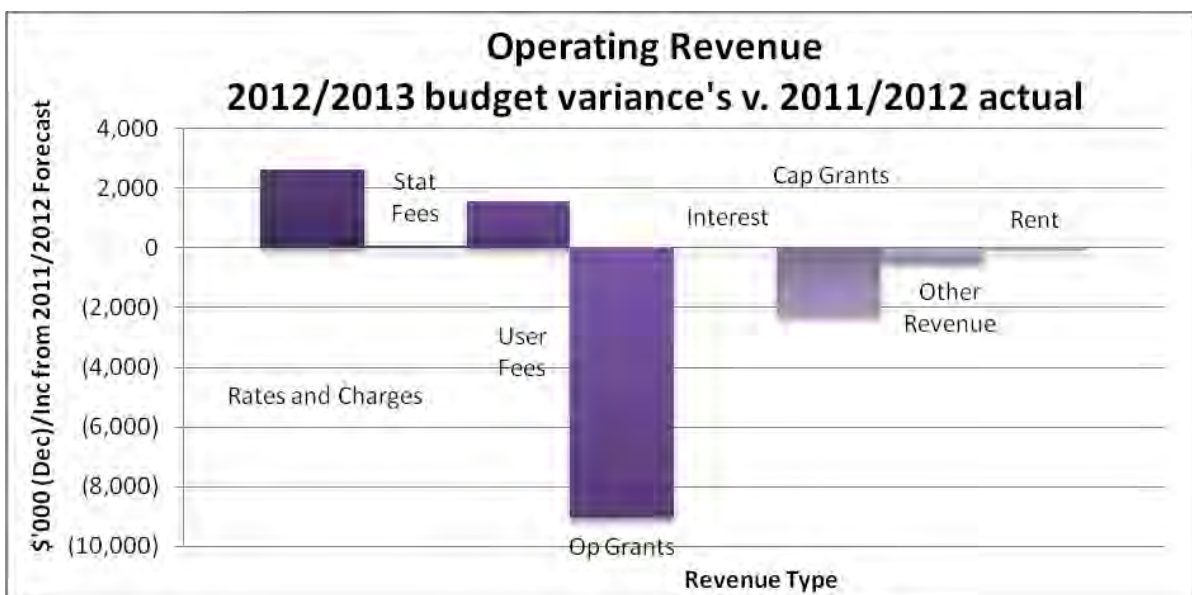
## Part 4: Analysis of Operating Budget

This section analyses the expected revenues and expenses of the Council for the 2012/2013 year.

### 4.1 Operating Revenues

Revenue Type	Ref	2011/2012 Forecast Actual \$'000	2012/2013 Budget \$'000	Variance \$'000
Rates and Charges	4.1.1	53,780	56,411	2,631
Statutory Fees and Fines	4.1.2	2,382	2,445	63
User Fees	4.1.3	12,730	14,298	1,568
Operating Grants and Contributions	4.1.4	24,965	15,909	(9,056)
Interest Revenue	4.1.5	1,647	1,648	1
Capital Grants and Contributions	4.1.6	10,730	8,475	(2,255)
Other Revenue	4.1.7	3,000	2,517	(483)
Rent	4.1.8	688	591	(97)
<b>Operating Revenue</b>		<b>109,922</b>	<b>102,294</b>	<b>(7,628)</b>
Proceeds on Sale of Assets	4.1.10	1,539	345	(1,194)
<b>Total Operating Revenue</b>		<b>111,461</b>	<b>102,639</b>	<b>(8,822)</b>

NB: The amount indicated for Rates and Charges income includes an estimate of income from supplementary rates (i.e. properties newly subdivided or improved upon during the year) and therefore doesn't balance as a 3.95 per cent increase between the two years. Appendix C includes the full details surrounding the declaration of Rates and Charges.



## **Part 4:**

### **Analysis of Operating Budget**

#### **4.1.1 Rates and Charges (\$2.63 million increase)**

To continue to provide effective and efficient services to our community, including long term strategic capital investments through an extensive capital works program, the Council is proposing that total declared rates and charges income be increased by 3.95 per cent over 2012/2013 (6.95 per cent in 2011/2012).

The Rating Strategy in part 8 of this report includes a more detailed analysis of the rates and charges to be levied in 2012/2013.

Note 1: When referring to total rates and charges, it incorporates general rates, municipal charge and waste services charges.

Note 2: The amount indicated for Rates and Charges income includes an estimate of income from supplementary rates (i.e. properties newly subdivided or improved upon during the year) and therefore doesn't balance as a 3.95 per cent increase between the two years. Appendix C includes the full details surrounding the declaration of Rates and Charges.

#### **4.1.2 Statutory Fees and Fines (\$0.06 million increase)**

Statutory fees and fines relate primarily to fees and fines levied in accordance with legislation and include items such as animal registrations, Health Act registrations and parking fines. Increases in statutory fees are made in accordance with legislative requirements and restrictions and are projected to increase \$0.06 million over 2012/2013.

A detailed listing of fees and charges is attached as Appendix F (pg 113) in this document.

#### **4.1.3 User Fees (\$1.57 million increase)**

User charges (excluding kerbside collection fees) relate mainly to the recovery of service delivery costs through the charging of fees to users of Council's services. These include separate rating schemes, use of leisure, entertainment and other community facilities and the provision of human services such as family day care and home help services. In setting the budget, the Council aims to promote equity across the municipality so that people who choose to access different services contribute to the cost of the provision of that service. User charges are benchmarked against commercial markets and other municipalities in an effort to reflect general levels throughout the industry.

User charges are projected to increase by \$1.57 million compared with 2011/2012. The main area contributing to the increase is waste management (excluding kerbside collection fees) with a \$0.90 million in landfill charges, which includes the increases in EPA levy charges. Council has increased the Cosgrove landfill levy at adoption of the final 2012/2013 budget to \$130.00 per tonne which is an increase of \$29.00 per tonne from the 2011/2012 user charge. This increase been necessary as latest volumes are significantly growing from users outside the municipality in order to manage the operation and if levels continue at current rates the existing life of cells will be reduced, leading to Council incurring costs earlier than anticipated. Other increases in user fees include children's services (\$0.15 million), corporate services state revenue office income (\$0.18 million) and business centre (\$0.12 million), following a reclassification from rent. In setting the budget, the council, where an appropriate alternative approach has not been applied, has used an increase of 4%.

A detailed listing of fees and charges is attached as Appendix F (pg 113) in this document.

## Part 4: Analysis of Operating Budget

### 4.1.4 Operating Grants and Contributions (\$9.06 million decrease)

Operating grants include all monies received from State and Federal sources for the purposes of funding the delivery of Council's services to ratepayers and contributions from other parties towards property development costs. Operating contributions relate to monies paid by developers in regard to public recreation, drainage and car parking in accordance with planning permits issued for property development.

Overall, the level of operating grants is projected to decrease by \$8.32 million with significant movements in grant funding summarised in the table below. This result is distorted by Council's receiving 50 per cent or \$5.34 million in 2011/2012 which are funds for use in 2012/2013.

Contributions are budgeted to decrease \$0.73 million and primarily relate reduction in insurance and flood contributions from 2010 flood events (\$0.4 million), united approach to tourism contributions (\$0.1 million) and developer land contributions (\$0.2 million).

Grants - Operating	2011/2012 Forecast Actual \$'000	2012/2013 Budget \$'000	Variance \$'000
Aged and Disability Services	3,662	3,341	(321)
Children Services	4,509	4,702	193
Community Programs	511	525	14
Arts and Culture	377	360	(17)
Grants Commission - General Purpose	9,629	3,905	(5,724)
Grants Commission - Local Roads	3,471	1,409	(2,062)
Natural Disaster Assistance	0	35	35
Unbundling Water Grant	260	0	(260)
Various Other Grants	1,480	1,294	(186)
<b>Total Operating Grant Revenue</b>	<b>23,899</b>	<b>15,571</b>	<b>8,328</b>

The decrease in Aged and Disability services relates to less Community Care Package grants, which will now be paid directly to regional municipalities rather than through Shepparton Council. The increase in the Children's Services area (\$0.02 million) is due to existing funding sources being indexed. The significant unfavourable movement in Grants Commission funding is explained by one half of the 2012/2013 grants being received by the Council in the earlier financial year of 2011/2012, therefore a significant decrease is shown in this budget however is really just timing of past payment. The water unbundling assistance grant finished in 2011/2012.

## **Part 4:**

### **Analysis of Operating Budget**

#### **4.1.5 Interest (Unchanged)**

Interest on investments is budgeted to remain at 2011/2012 levels. Council will have higher levels of funds invested due to early receipt of grant funds; however the decline in interest rates results in less revenue earned, even at higher investment levels.

#### **4.1.6 Capital Grants and Contributions (\$2.26 million decrease)**

Capital grants and contributions include all monies received from State, Federal and community sources for the purposes of funding the capital works program. Also included in the Income Statement is an amount for developer contributions “gifted assets” of \$3.0 million. Overall, the level of capital grants and contributions are budgeted to decrease by \$2.26 million compared to the 2011/20102 forecast. This is due mainly to a focus on capital works renewal in nature, which attracts less funding than new capital projects and also reflects unexpected grant funding at the end of 2011/2012 relating to Building Better Regional Cities of \$2.00 million.

Part 6, Analysis of the Capital Budget, includes a more detailed analysis of the grants and contributions budgeted to be received during the 2012/2013 year.

#### **4.1.7 Other Revenue (\$0.48 million decrease)**

Other revenue relates to a range of items such as cost recoups, sponsorships and donations and other miscellaneous income items and is budgeted to increase by \$0.48 million as compared with 2011/2012 forecasts.

#### **4.1.8 Rent (\$0.10 million decrease)**

Rent relates to a range of properties owned by Council for which rent is received and is not budgeted to significantly change from the forecasts for 2011/2012. This forecast comprises both new leases as well as existing leases. The decrease relates to a reclassification of revenue received at the Business Centre to user charges.

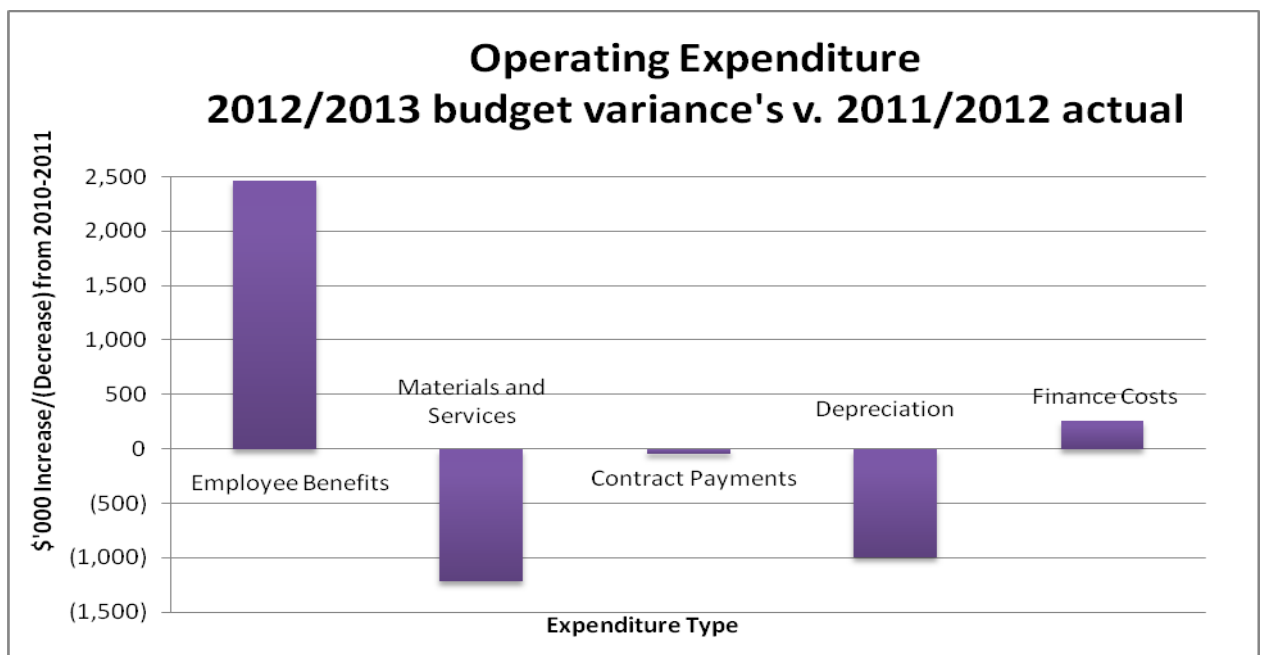
#### **4.1.9 Proceeds on Sale of Assets (\$1.19 million decrease)**

Proceeds from the sale of council assets are budgeted to be \$0.35 million for the 2012/2013 year and primarily relates to the planned cyclical replacement of part of the plant and vehicle fleet. The significant decrease in proceeds is explained by the sale of Chas Johnson reserve in 2011/2012 in addition to plant and fleet replacement.

## Part 4: Analysis of Operating Budget

### 4.2 Operating Expenditure

Expenditure Type	Ref	2011/2012 Forecast Actual \$'000	2012/2013 Budget \$'000	Variance \$'000
Employee Benefits	4.3.1	35,635	38,101	2,466
Materials and Services	4.3.2	27,841	26,623	(1,218)
Contract Payments	4.3.3	12,813	12,767	(46)
Depreciation	4.3.4	18,651	17,649	(1,002)
Finance Costs	4.3.5	1,075	1,330	255
<b>Operating Expenditure</b>		<b>96,015</b>	<b>96,470</b>	<b>455</b>
Written down value of assets sold		184	358	174
<b>Total Operating Expenditure</b>		<b>96,199</b>	<b>96,828</b>	<b>640</b>



## Part 4: Analysis of Operating Budget

### 4.2.1 Employee Benefits (\$2.47 million increase)

Employee benefits include all labour related expenditure such as wages and salaries and on costs such as allowances, annual and long service leave entitlements, employer superannuation and workcover costs.

Employee costs are forecast to increase by \$2.47 million compared to 2011/2012. This increase is as a result of a combination of factors including;

- Budgeted Enterprise Bargaining Agreement increase
- Annual performance appraisal increments
- Finalisation of staffing changes in 2011/2012, including the full year effect of new appointments and/or positions which fell vacant during the year
- Additional staff resources proposed in 2012/2013 to meet growth and demand

Included within the employee benefits is one new temporary position for which grant funding will be received.

The organisation is also currently going through a period of review which has seen a hold placed on recruitment for a short period of time at the end of December 2011 until the new Chief Executive Officer commenced in January 2012. A further hold commenced in April this year and remains active while an organisational scan, including full department functional mapping is undertaken to better understand the current state of the organisation and identify any improvement opportunities. The recruitment holds have resulted in a reduction in the forecast salaries re-estimated for the second half of the financial year, however as the hold on recruitment is still in place the actual year end result is likely to be lower again.

In summary, average staff numbers during the budget period are as follows:

Employees	2011/2012 Forecast Actual EFT's	2012/2013 Budget EFT's
<b>Total</b>	495	497

In 2012/2013 Council's workforce is proposed to increase by 4.0 permanent equivalent full time (EFT). This increase comprises:

- 1 EFT – Emergency Management Officer, position is funded for two years and will be split between Greater Shepparton and Moira.
- 1 EFT – Performing Arts Trainee, position in operation and supported to be retained permanently.
- 1 EFT – Pound Attendant. Increase in permanent workforce to accommodate changes to legislation.
- 1 EFT – Enforcement Officer, position in operation and supported to be retained permanently.

NB: Two of the above positions are already in operation so do not contribute to the movement in EFT from 2011/2012 to 2012/2013.

## **Part 4:**

### **Analysis of Operating Budget**

#### **4.2.2 Materials and Services (\$1.22 million decrease)**

Materials and services include the purchases of materials or consumables and the provision of services. Materials and services are forecast to decrease by \$1.22 million compared to 2011/2012.

#### **4.2.3 Contract Payments (\$0.05 million decrease)**

External contract payments are those payments made to contractors for the provision of services and are budgeted as a minor decrease of \$0.05 million compared to the 2011/2012 year.

#### **4.2.4 Depreciation (\$1.00 million decrease)**

Depreciation is an accounting measure which attempts to allocate the value of an asset over its useful life for Council's property, plant and equipment including infrastructure assets such as roads and drains. The decrease results from a review of asset lives which form part of the calculation. Some lives have been extended, resulting in lower depreciation per year.

Refer to Part 6 'Analysis of Capital Budget' for a more detailed analysis of the Council's capital works program for the 2012/2013 year.

#### **4.2.5 Finance Costs (\$0.26 million increase)**

Borrowing costs are interest charged by financial institutions on funds borrowed. The \$0.26 million increase in borrowing costs for 2012/2013 results from previous borrowings and will include the interest relating to the planned borrowing in the 2011/2012 year of \$3.0 million, a reduction of \$2 million from the 2011/2012 Mid Year Budget Review. Refer to part 9.1 Borrowing Strategy for further explanation.

## Part 5: Analysis of Budgeted Cash Position

This section analyses the expected cash flows from the operating, investing and financing activities of the Council for the 2012/2013 year. Budgeting cash flows for the Council is a key factor in setting the level of rates and providing a guide to the level of capital expenditure that can be sustained with or without using existing cash reserves.

### 5.1 Budgeted Cash Flow Statement

	Ref	Forecast Actual 2011/2012 \$'000	Budget 2012/2013 \$'000	Variance \$'000
<b>Cash flows from operating activities</b>				
Receipts from customers		72,580	71,071	(1,509)
Payments to suppliers		(76,290)	(77,491)	(1,201)
Net cash inflow (outflow) from customers/suppliers		<b>(3,710)</b>	<b>(6,420)</b>	<b>(2,710)</b>
Interest received		1,647	1,598	(49)
Government receipts		32,695	26,625	(6,070)
Interest paid		(1,075)	(1,330)	(255)
<b>Net cash inflow (outflow) from operating activities</b>	<b>5.1.1</b>	<b>29,557</b>	<b>20,473</b>	<b>(9,084)</b>
<b>Cash flows from investing activities</b>				
Proceeds from sale of property, plant and equipment, infrastructure		1,539	345	(1,194)
Payments for property, plant and equipment, infrastructure		(27,842)	(31,372)	(3,530)
<b>Net cash inflow (outflow) from investing activities</b>	<b>5.1.2</b>	<b>(26,303)</b>	<b>(31,027)</b>	<b>(4,724)</b>
<b>Cash flows from financing activities</b>				
Proceeds from interest bearing loans and borrowings		3,000	0	(3,000)
Repayment of interest bearing loans and borrowings		(283)	(362)	(79)
<b>Net cash inflow (outflow) from financing activities</b>	<b>5.1.3</b>	<b>2,717</b>	<b>(362)</b>	<b>(3,079)</b>
<b>Net increase (decrease) in cash and cash equivalents</b>		5,971	(10,916)	(16,887)
Cash and cash equivalents at the beginning of the year		28,571	34,542	5,971
<b>Cash and cash equivalents at the end of the year</b>	<b>5.1.4</b>	<b>34,542</b>	<b>23,626</b>	<b>(10,916)</b>



## **Part 5:**

### **Analysis of Budgeted Cash Position**

The analysis is based on three main categories of cash flow. In summary these are:

#### **5.1.1 Operating activities**

These activities refer to the cash generated or used in the normal service delivery functions of Council.

The decrease in cash inflows from operating activities is due mainly to the early receipt of Government Operating Grants.

#### **5.1.2 Investing activities**

These activities refer to cash generated or used in the enhancement or creation of infrastructure and other assets. These activities also include the acquisition and sale of other assets such as vehicles, property, equipment, etc.

The increase in payments for investing activities represents the increase in capital works for 2012/2013 which are disclosed in part 6 of this budget report, and include capital carry forwards from 2011/2012.

#### **5.1.3 Financing activities**

These activities refer to cash generated or used in the financing of Council functions and include borrowings from financial institutions and advancement of repayable loans to other organisations. These activities also include repayment of borrowings.

Council does not intend to borrow funds in 2012/2013. Repayment of existing loans of \$0.362 million in principal repayments, whilst finance charges are expected to be \$1.33 million. Refer to part 9, Borrowing Strategy for further details.

### **5.2 Restricted and unrestricted cash and investments**

Cash and cash equivalents held by Council are restricted in part, and not fully available for Council's operations. The budgeted cash flow statement above indicates that Council is estimating at 30 June 2013 it will have cash and investments of \$23.63 million.

Long Service Leave	\$ 1.30 million
Discretionary and Non Discretionary Reserves	\$ 20.22million
Unrestricted Cash and Investments	\$ 2.11 million

#### **5.2.1 Long service leave**

These funds are separately identified as reserve funds with the purpose of ensuring a reasonable coverage of entitlement payout should a number of staff leave. Regulations pertaining to Long Service Leave were amended in February 2012 and no longer require Council to hold funds to cover full entitlement provisions. As detailed in part 9 Borrowing Strategy Council will redirect a large portion of the balance in this account to improve the loan position however it is prudent financial management to still maintain adequate funds to meet Council's obligations should the need arise.

## **Part 5:**

### **Analysis of Budgeted Cash Position**

#### **5.2.2 Discretionary and non discretionary reserves**

These funds have been earmarked for future specific Council purposes. In some cases there is a Council policy regarding future use, with any profit/loss from a specific program being transferred to/from discretionary reserves. The decisions about future use of these funds has been reflected in Council's Strategic Resource Plan and any changes in future use of the funds will be made in the context of the future funding requirements set out in the plan.

Funds received in advance from Government, as well as funds held for future growth developments are also held in this reserve.

#### **5.2.3 Unrestricted cash and investments**

These funds are free of all specific Council commitments and represent funds available to meet daily cash flow requirements, unexpected short term needs and any budget commitments which will be expended in the following year such as grants, contributions or carried forward capital works.

## Part 6: Analysis of Capital Budget

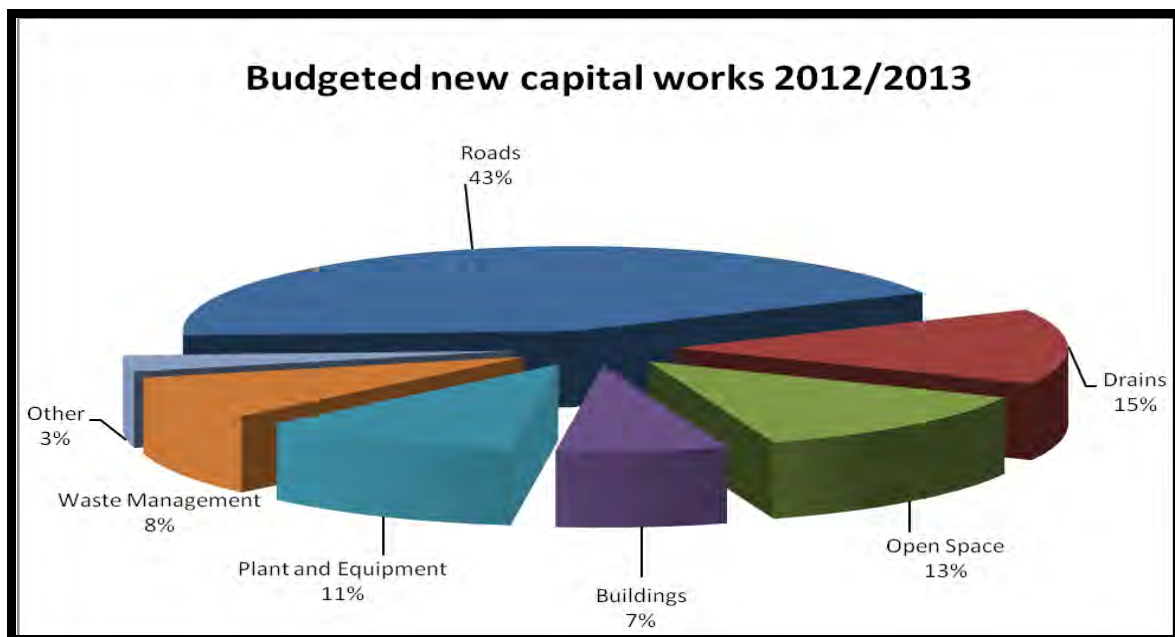
This section analyses the planned capital expenditure budget for the 2012/2013 year and the sources of funding for the capital budget.

### 6.1 Capital Works

Capital Works Areas	Ref	2011/2012 Forecast Actual \$'000	2012/2013 Budget \$'000	Variance \$'000
<b>New Works:</b>				
Roads	6.1.1	11,065	12,389	1,324
Drains	6.1.2	3,280	4,111	831
Open Space	6.1.3	1,215	3,700	2,485
Buildings	6.1.4	2,764	2,014	(750)
Plant and Equipment	6.1.5	4,731	3,092	(1,639)
Waste Management	6.1.6	1,670	2,379	709
Other	6.1.7	3,117	880	(2,237)
<b>Total new works</b>		<b>27,842</b>	<b>28,565</b>	<b>723</b>
<b>Works carried forward:</b>				
Roads	6.1.8	906	389	(517)
Drains	6.1.8	1,160	48	(1,112)
Open Space	6.1.8	1,370	584	(786)
Buildings	6.1.8	1,210	661	(549)
Plant and Equipment	6.1.8	250	0	(250)
Waste Management	6.1.8	740	279	(461)
Other	6.1.8	148	846	698
<b>Total works carried forward</b>		<b>5,784</b>	<b>2,807</b>	<b>(2,977)</b>
<b>Total capital works</b>		<b>33,626</b>	<b>31,372</b>	<b>(2,254)</b>
<b>Represented By:</b>				
New Assets	6.1.9	13,819	7,761	(6,058)
Asset Renewal	6.1.9	13,812	17,558	3,746
Asset Upgrade/expansion	6.1.9	5,995	6,053	58
<b>Total capital works</b>		<b>33,626</b>	<b>31,372</b>	<b>(2,254)</b>

## Part 6: Analysis of Capital Budget

Capital Works Areas	Ref	2012/2013 Budget \$'000
<b>Total capital works</b>		<b>31,372</b>
Developer contribution Plans	6.1.9	
Kialla Green		85
Boulevard development		319
Connolly Estate		545
DCP Subdivision funding		200
Northlinks		150
Seven Creeks Estate		57
Mooroopna West - traffic lights		467
Mooroopna West - traffic lights		298
Raftery Road Footpath		160
Kialla Bridge - Kialla Lakes Drive		159
Archer Street / Kialla Lakes Drive intersection		77
		<b>2,517</b>
<b>Total capital works program (excluding DCP's)</b>		<b>28,855</b>



### 6.1.1 Roads (\$12.39 million)

Roads include local roads, car parks, footpaths, cycle paths, bridges and culverts, declared main roads, traffic devices, street lighting and traffic signals.

For the 2012/2013 year, \$12.39 million will be expended on road projects. The more significant projects include local road reconstructions \$2.57 million, council roads preservation works \$4.72 million, Raftery Road footpath works \$0.02 million, footpath upgrades \$0.3 million, local roads final seals \$0.2 million and federally funded Roads to Recovery program \$1.45 million.

## **Part 6:**

### **Analysis of Capital Budget**

#### **6.1.2 Drains (\$4.11 million)**

Drains include drains in road reserves, retardation basins and waterways.

For the 2012/2013 year, \$4.11 million will be expended on drainage projects. The more significant projects include rural drainage renewal program \$0.33 million, urban drainage renewal program \$0.73 million, Mooroopna West Flood Mitigation works \$0.5 million, further flood mitigation works associated with Building Better Regional Cities funding \$1.81 million, Central Park Waste Treatment works \$0.15 million and Tatura Park various drainage works \$0.2 million.

#### **6.1.3 Open Space and Recreation (\$3.70 million)**

Open space includes parks, streetscapes, irrigation systems, trees and public art while recreation includes sporting facilities, playing surfaces and playground equipment.

For the 2012/2013 year, \$0.9 million will be expended in the area of open space. The more significant projects in open space include outdoor furniture and signage renewals \$0.3 million, Tom Collins Drive western wall protection works \$0.2 million and various landscaping works \$0.2 million.

For the 2012/2013 year, \$2.8 million will be expended in the recreation area. The more significant projects in recreation include the premier soccer facility works \$1.1 million, regional netball complex development \$0.4 million, Shepparton Showgrounds new grassed arena \$0.4 million, Victoria Park shelter and BBQ renewals \$0.2 million and the sporting future program \$0.12 million.

#### **6.1.4 Buildings (\$2.01 million)**

Buildings include community facilities, municipal offices, sports facilities and pavilions.

For the 2012/2013 year, \$2.01 million will be expended on building projects. The more significant projects include building renewal works \$1.0 million, Aquamoves utility Management upgrade works \$0.36 million and Vibert Reserve pavilion development \$0.30 million.

#### **6.1.5 Plant and Equipment (\$3.09 million)**

Plant and equipment includes information technology, motor vehicles and heavy plant as well as various smaller asset purchases.

For the 2012/2013 year, \$3.09 million will be expended on plant, equipment and other projects. The more significant projects include ongoing cyclical replacement of the plant and vehicle fleet \$2.0 million, upgrade and replacement of information technology \$0.8 million and general furniture and equipment renewal \$0.1 million.

## **Part 6:**

### **Analysis of Capital Budget**

#### **6.1.6 Waste Management (\$2.38 million)**

Waste management expenditure includes projects relating to the service area of Waste Management.

For the 2012/2013 year, \$2.38 million will be expended on waste management projects. The significant projects include a major redevelopment of the Shepparton Transfer Station \$1.7 million, Cosgrove Landfill 2 – Cell 3 cap \$0.3 million and Kerbside bin purchase \$0.18 million.

#### **6.1.7 Other (\$0.88 million)**

Other expenditure includes items which are not categorised above.

For the 2012/2013 year, \$0.88 million will be expended on other classified projects. The significant projects are saleyard developments \$0.4, safety strategy works \$0.25 million and land purchase of \$0.13 million.

#### **6.1.8 Capital Carry forward works (\$2.81 million)**

At the end of each financial year there are projects which are either incomplete or not commenced due to weather delays, planning issues, and extended consultations etc, for the 2011/2012 year it is forecast that \$2.81 million of capital works will be incomplete and be carried forward into the 2012/2013 year. These projects are shown in Appendix D (pg 97).

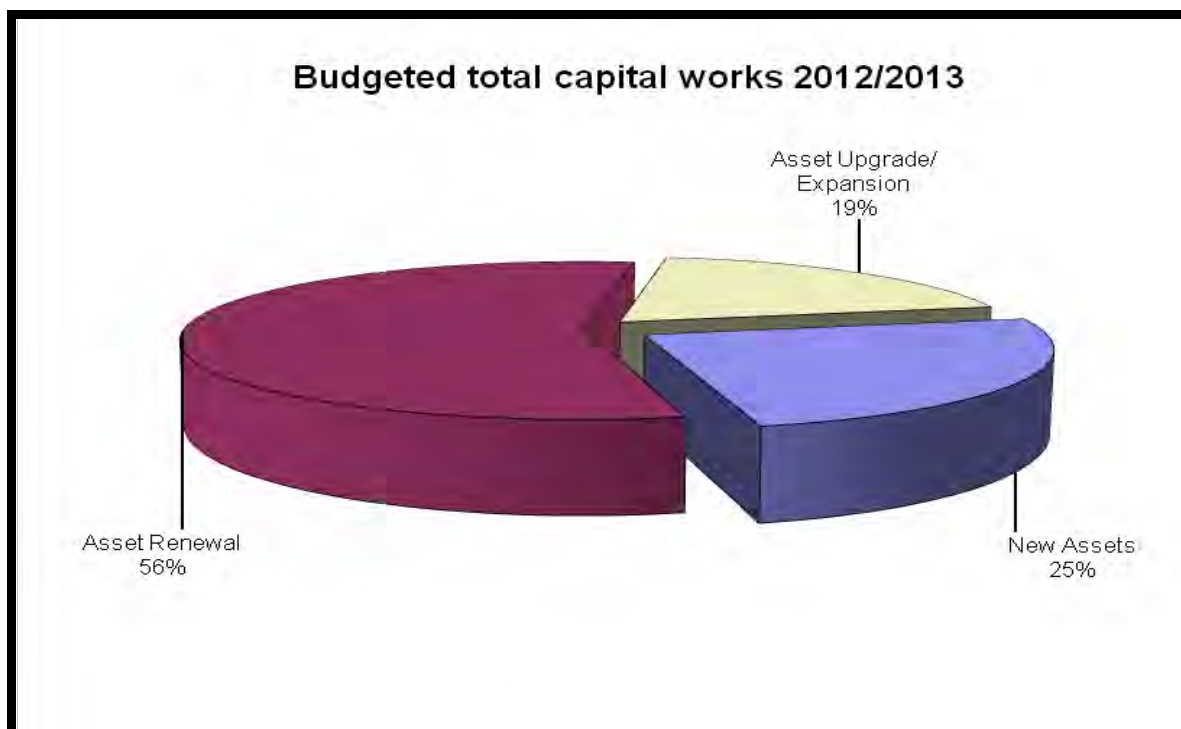
## Part 6: Analysis of Capital Budget

### Capital Expenditure - Alternative classification:

#### 6.1.9 Asset renewal (\$17.56 million), new assets (\$7.76 million) and asset upgrade (\$6.05 million)

A distinction is made between expenditure on new assets, expenditure on asset renewal and asset upgrades. Expenditure on asset renewal is expenditure on an existing asset, which improves the service potential or the life of the asset. Expenditure on an existing asset does not have any element of expansion or upgrade of existing assets but will result in an additional burden for future operation, maintenance and capital renewal.

The major projects in the above categories which constitute expenditure on new assets (excluding any carry forwards) are Mooropna West Developer Contribution works \$0.8 million, various developer contribution works across the municipality \$0.6 million, Connolly Estate works \$0.5 million, Cosgrove Landfill cell 3 cap \$0.3 million, Boulevard development works \$0.3 million, safety strategy CCTV works \$0.25 million, the purchase of additional plant \$0.40 million and Kialla Lakes Drive works \$0.16 million.



Note: The capital works program for 2012/2013 provides budget allocation and support for the nominated projects to proceed. Where appropriate community consultation will occur throughout the year.

## **Part 6:**

### **Analysis of Capital Budget**

#### **6.1.10 Developer contribution Plans (DCP)**

When people develop land for any use, they often contribute to or cause the need for new or upgraded infrastructure. Council therefore is required to plan ahead to make sure that new infrastructure needed by the community is provided when and where it is needed, and funds are available to provide the infrastructure.

Development contribution receipts are payments or in-kind works, facilities or services provided by developers towards the supply of infrastructure (generally by the Council) required to meet the future needs of a particular community, of which the development forms part.

Levies can be raised through Development Contribution Plans (DCPs) for a range of State and local government-provided infrastructure including roads, public transport, storm water and urban run-off management systems, open space and community facilities.

Over the past few financial years the Council has seen an increase in the work done in this area, directly attributable to positive growth in the community. Captured within the above capital works program is approximately \$2.5 million of DCP works. The more significant value works include Mooroopna West Flood Mitigation works (\$0.5 million), Mooroopna West Midland Highway traffic lights (\$0.3 million), Connolly Estate works (\$0.5 million), Boulevard Development works (\$0.3 million) and Northlink Estate (\$0.15 million).

Whilst the Council endeavours to anticipate and budget for capital expenditure on providing such infrastructure when it is required or to facilitate a particular development, the actual expenditure of the budget is more difficult to predict. This is largely due to a number of external factors which affect the Council's ability to expend funds, including whether or not a developer decides to proceed or the timing of the developers in engaging contractors, economic factors such as land sales, and design changes and subsequent statutory approvals which may be required.

Under the current legislative framework, any funds that have been received from developers for those infrastructure works, under a DCP or freely negotiated agreements must be held in reserve for that actual infrastructure and cannot be reallocated for other non related capital projects. Additionally, even if the Council does not achieve its predicted expenditure, the works represent Council commitment to infrastructure, and any unspent funds are routinely reserved for the infrastructure in readiness for when it is actually required to be delivered.

In an effort to achieve a more streamlined approach to funding developer contributions in future years capital works programs, the Council will utilise surplus funds received from the federal government in 2011/2012 through LGIP funding to establish a DCP reserve. This will provide an avenue to hold unspent contributions across financial years if required and help to alleviate significant pressure placed on the council when setting annual capital works programs during budget setting and review processes. In addition Council will hold approximately \$4.1 million of undelivered DCP projects from 2011/2012 in the reserve for future use when required. This will allow Council to smooth the impact of developments in the annual capital works program.

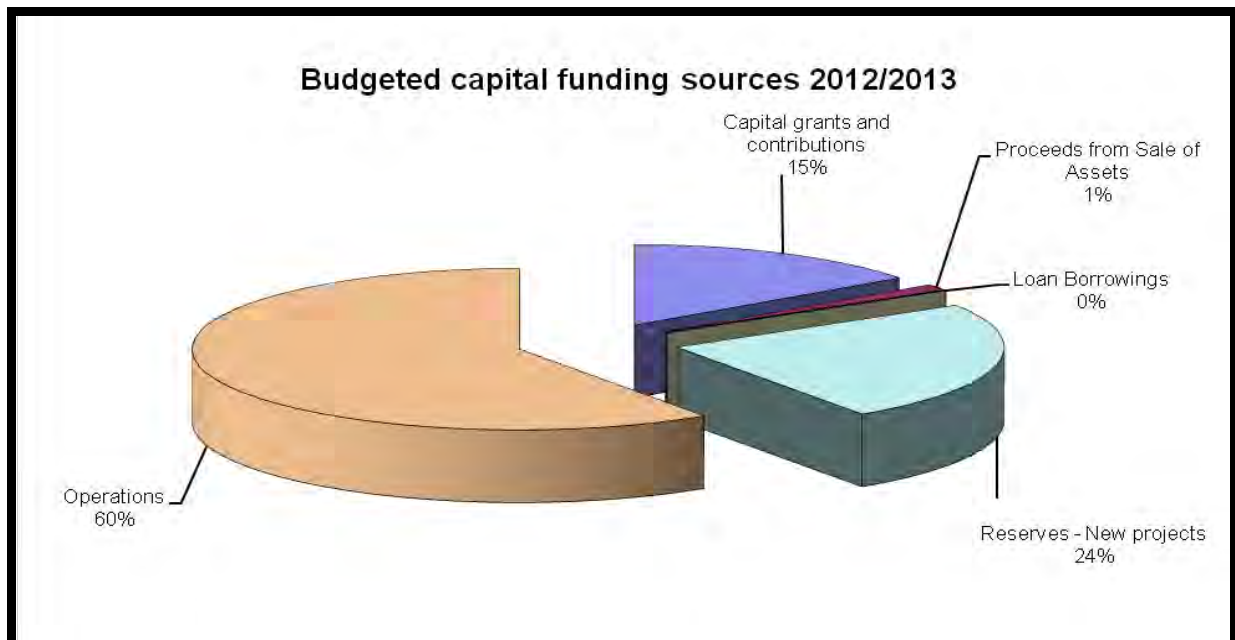
In addition to the creation of a reserve for developer contributions, considerable work is being undertaken to ensure that all future liabilities in this area are understood and built into the 10 year capital works program.



## Part 6: Analysis of Capital Budget

### 6.2 Funding sources

Source of Funding	Ref	2011/2012 Forecast Actual \$'000	2012/2013 Budget \$'000	Variance \$'000
<i>EXTERNAL</i>				
Capital grants and contributions	6.2.1	7,730	5,475	(2,255)
Proceeds from Sale of Assets	6.2.2	1,539	345	(1,194)
Loan Borrowings	6.2.3	3,000	0	(3,000)
		<b>12,269</b>	<b>5,820</b>	<b>(6,449)</b>
<i>INTERNAL</i>				
Reserves - New projects	6.2.4	4,848	9,420	4,572
Operations	6.2.5	10,725	16,132	5,407
		<b>15,573</b>	<b>25,552</b>	<b>9,979</b>
<b>Total Funding Sources</b>		<b>27,842</b>	<b>31,372</b>	<b>3,530</b>



## **Part 6:**

### **Analysis of Capital Budget**

#### **6.2.1 Capital grants and contributions (\$5.48 million)**

Capital grants and contributions include all monies received from State, Federal and community sources for the purposes of funding the capital works program. Significant grants are budgeted to be received for Roads to Recovery \$1.45 million, Building Better Regional Cities \$2.00 million, Mooroopna West developer contributions \$0.28 million, various development contributions \$0.5 million, Regional Netball Complex \$0.16 million and Connolly Estate works \$0.12 million.

While excluded from the grants and contributions above, Council also has included a contribution of \$3.00 million as recognition of non-cash developer contribution, commonly referred to as “Gifted assets”. These are generally in the form of commercial and residential developments.

#### **6.2.2 Proceeds from Sale of Assets (\$0.35 million)**

The significant proceeds from sale of assets is from motor vehicle and plant sales in accordance with Council’s fleet renewal program of \$0.35 million

#### **6.2.3 Loan borrowings (\$0.00 million)**

There are no proposed borrowings for the 2012/2013 financial year. However Council requires a further \$2 million of funds in order to deliver the full proposed capital works program of \$31.37 million, Council will utilise existing reserve funds previously held against the Long Service Leave (LSL) entitlement account rather than increase borrowings. This is possible as a result of government change in LSL legislation in February 2012, providing that Local Government is no longer required to hold physical cash reserves to cover LSL future entitlements.

Council had signalled in its long term financial plan, that it would borrow up to \$4 million during the 2012/2013 year, however a review of projects and the ability to use own funds means this is not required.

#### **6.2.4 Reserve Investments (\$9.42 million)**

The Council holds cash reserves specific to certain operational areas, which it uses to fund projects relating to those areas in its annual capital works program. The reserves include funds for capital carry forward, waste management, Shepparton saleyards, recreational land fund and urban development. For the 2012/2013 year, \$9.42 million will be used to fund part of the capital works program with the significant reserve funds being utilised for 2011/2012 capital carry forward projects \$2.81 million, waste management \$2.4 million, Soccer facility reserve \$1.0 million, LGIP funding reserve for developer contribution works \$0.76 million and saleyards \$0.4 million. In addition \$2.0 million will be used from the LSL account as explained above under 6.2.3.

#### **6.2.5 Operations (\$16.1 million)**

Council generates cash from its operating activities, which is used as a funding source for the capital works program. It is forecast that \$16.1 million will be generated from operations to fund the 2012/2013 capital works program.

## Part 7: Analysis of Budgeted Financial Position

This section analyses the movements in assets, liabilities and equity between 2011/2012 and 2012/2013 also considers a number of key performance indicators.

### 7.1 Budgeted Balance Sheet

	Ref	Forecast Actual 2011/2012 \$,000	Budget 2012/2013 \$,000	Variance \$'000
<b><u>ASSETS: CURRENT</u></b>				
Cash		1,000	1,000	0
Receivables		6,000	6,000	0
Investments		33,542	22,626	(10,916)
Other		74	500	426
<b>Total Current Asset</b>	<b>7.1.1</b>	<b>40,616</b>	<b>30,126</b>	<b>(10,490)</b>
<b><u>NON CURRENT ASSETS</u></b>				
Infrastructure etc		651,297	667,662	16,365
Other		1,371	1,371	0
<b>Total Non Current Assets</b>	<b>7.1.2</b>	<b>652,668</b>	<b>669,003</b>	<b>16,365</b>
<b>TOTAL ASSETS</b>		<b>693,284</b>	<b>699,159</b>	<b>5,875</b>
<b><u>LIABILITIES: CURRENT</u></b>				
Payables		8,160	8,236	76
Interest bearing liabilities		200	100	(100)
Trust funds		2,100	2,000	(100)
Employee Benefits		7,500	7,900	400
Other		220	220	0
<b>Total Current Liabilities</b>	<b>7.1.3</b>	<b>18,180</b>	<b>18,456</b>	<b>276</b>
<b><u>NON CURRENT LIABILITIES</u></b>				
Payables		200	200	0
Employee Benefits		750	800	50
Interest Bearing Liabilities		15,500	15,238	(262)
<b>Total Non Current Liabilities</b>	<b>7.1.4</b>	<b>16,450</b>	<b>16,238</b>	<b>(212)</b>
<b>TOTAL LIABILITIES</b>		<b>34,630</b>	<b>34,694</b>	<b>64</b>
<b>NET ASSETS</b>		<b>658,654</b>	<b>664,465</b>	<b>5,811</b>
<b><u>REPRESENTED BY:</u></b>				
Accumulated Surplus		298,533	304,344	5,811
Reserves		360,121	360,121	0
<b>TOTAL EQUITY</b>	<b>7.1.5</b>	<b>658,654</b>	<b>664,465</b>	<b>5,811</b>

## **Part 7:**

### **Analysis of Budgeted Financial Position**

#### **7.1.1 Non-Current Assets (\$16.37 million increase)**

The increase in non-current assets is the net result of the following:

- capital works program \$31.37 million (new works)
- depreciation \$17.65 million
- written down value of property, plant and equipment sold \$0.36 million
- recognition of gifted asset contributions \$3.00 million

#### **7.1.2 Non-Current Liabilities (\$0.21 million decrease)**

The decrease in non-current liabilities is the result of no new borrowings being taken in 2012/2013. It is anticipated other non-current liabilities such as employee benefits will remain stable.

#### **7.1.3 Equity (\$5.81 million increase)**

The net increase in equity is a result of the budgeted accounting operating surplus and comprises of both cash and non cash items.

## **Long Term Strategies**

- Part 8 – Rating Strategy**
- Part 9 – Other Strategies**
  - **Borrowing Strategy**
  - **Infrastructure Strategy**

## **Part 8: Rating Strategy**

This section considers the Council's rating strategy including strategy development and assumptions underlying the 2012/2013 year rate increase and rating structure.

### **8.1 Strategy review**

In March 2011, the Council commenced a staged review of the Rating Strategy which identified a number of refinements; such as reducing the farm rate differential to equal the residential rate, which were subsequently implemented in the 2011/2012 rating year.

Further proposals for review and consideration over the next 3-5 years were also identified at that time. These proposals included:

- Investigate the potential to develop a differential for farm rates
- Re-evaluate existing commercial and industrial rate differentials
- Analyze each of the above rate differentials to determine:
  - Ability to pay
  - Equity
  - Impact of any potential changes
- In consultation with the community, test these principles to guide the direction and actions pertaining to future revenue-raising (discussing the various approaches and methods in the application of differential rates, subsidies or deferrals, where possible)
- Develop a communications and marketing plan: Design inclusive consultation and information gathering approaches with the community to ensure community needs and concerns are canvassed

The 2012/2013 Rating Strategy proposes that the municipal charge be increased by \$50.00 on all properties. An adjustment of rating effort to minimise rate increases on industrial and commercial improved properties is also proposed.

Further work on the Rating Strategy will continue during the 2012/2013 rating year and the Council is proposing to set up a consultative committee of members from different sectors of the community to assist with the review. The committee will provide valuable information towards the finalization of the review. Results of the review will be made public and it is intended that any resulting changes will be implemented in the 2013/2014 rating year.

### **8.2 Strategy development**

In developing the Strategic Resource Plan, rates and charges were identified as an important source of revenue, accounting for almost 52 per cent of the total revenue received by the Council annually. Planning for future rate increases has therefore been an important component of the Strategic Resource Planning process.

The rating strategy involves two main components:

- Deciding on the amount the Council wishes to raise in total rates (which is a balance between the Council's expenditure needs and the ability and willingness of ratepayers to pay the rates); and
- Deciding how to allocate the overall rating burden between different ratepayer groups.

## Part 8: Rating Strategy

It has also been necessary to balance the importance of rate revenue as a funding source with community sensitivity to increases, particularly given the change to bi-annual general revaluations.

In allocating rates across different ratepayer groups, a number of principles should be borne in mind. These were discussed in a joint report by the Municipal Association of Victoria (MAV) and Local Government Victoria (LGV) *Developing a Rating Strategy: A guide for Councils* (July 2004). The report noted that these principles may conflict and a Council has to make political choices on what is more important.

The three broad principles are:

- Simplicity (which makes the rating system clearer for ratepayers and also easier for the Council to administer);
- Equity, including issues of:
  - Capacity of different ratepayers to pay rates;
  - How much rates should reflect ratepayers' usage of Council services (the 'benefit' principle); and
- Incentives for development, using rates and discounts to encourage particular behavior by ratepayers.

The following table shows a comparison of percentage increases on total rates and charges revenue over the last five years:

Rating Year	Increase on Total Rates and Charges Revenue %
2007/2008	6.95
2008/2009	6.95
2009/2010	6.95
2010/2011	6.00
2011/2012	6.95
<b>Average increase over 5 years</b>	<b>6.76</b>
<b>2012/2013</b>	<b>3.95</b>

The Rating Strategy for 2012/2013 contains the following features:

- The 2012 Revaluation, which replaces the 2010 Revaluation, will be first used in 2012/2013 and will apply from 1 July 2012;
- The basis of valuation to be used by the Council continues to be the Capital Improved Value (CIV);
- The Council proposes to increase the total declared rates and charges revenue in 2012/2013 by 3.95 per cent. When referring to total declared rates and charges, it incorporates general rates, municipal charges and waste service charges but excludes supplementary rates;
- The municipal charge has been increased by \$50.00 on all properties from \$164.00 to \$214.00 to increase the level of the municipal charge as a portion of total general rates and municipal charges revenue from 9.95 per cent to 12.45 per cent;

## Part 8: Rating Strategy

- An adjustment of rating effort to minimise rate increases on industrial and commercial improved properties;
- Commercial and industrial improved properties located within the urban Shepparton location will continue to make a contribution towards the promotion of business in urban Shepparton (i.e. Shepparton Show Me. The proposed contribution for 2012/2013 totals \$645,469.);
- Outdoor recreational lands developed primarily for regional use as evidenced by paid administrative support and/or commercial business dealings in their operation or management will be granted a rating concession under the provisions of the *Cultural and Recreational Land Act 1963*;
- Outdoor recreational facilities that predominately have a local community focus or use, minimal level of business activity and voluntary administration will not be required to make a contribution in lieu of rates under the provisions of the *Cultural and Recreational Land Act 1963*;
- The municipal charge will be retained and applied to every rateable property within the municipality. However, a single farm enterprise which may be conducted on several properties can apply for an exemption which will mean that they will only be charged one municipal charge for that farm enterprise;
- The current range of kerbside waste/recyclables collection services will be retained, along with an optional green organic waste service; there will be no increase in the charges for kerbside collection. The 2012/2013 charges will remain at the 2011/2012 levels;
- Kerbside waste collection services are provided in urban areas and rural areas abutting the sealed road network. The charge for a waste/recyclables service is compulsory for all residential properties in urban areas (whether or not the service is used) and optional in rural areas;
- A pensioner concession will provide a 50 per cent discount off council rates, up to the maximum yearly amount set by the State Government. The concession is available to eligible concession card holders and must be for their principal place of residency. For 2012/2013, the maximum rate concession cap will be \$198.00 which is approximately a 2.5 per cent increase from 2011/2012;
- The Council will allow rates and charges to be paid either by four instalments or in a lump sum on the dates fixed by the Minister by notice published in the Government Gazette; and
- A discount of 1.50 per cent on the total rates and charges raised for the 2012/2013 rating year will be retained as an incentive for prompt payment for those accounts paid in full by Monday 24 September 2012.



## Part 8: Rating Strategy

### 8.3 Current year rate increase

#### 8.3.1 Overall increase in total rates and charges revenue

In order to achieve the Council's objectives of high quality services with a sustained capital works program, the total declared rates and charges revenue for 2012/2013 will increase by 3.95 per cent; raising over \$56 million.

The table below shows the increases between general rates, municipal charges and service charges, along with the total rates and charges revenue

Description	Total Annualised 2011/2012* (\$)	Total 2012/2013 (\$)	Change (%)
General Rates	42,276,533	42,980,160	1.66
Municipal Charges	4,674,000	6,099,000	30.49
Waste Service Charges	6,939,500	6,939,500	0.00
<b>Total Rates and Charges Revenue</b>	<b>53,890,033</b>	<b>56,018,660</b>	<b>3.95</b>

(\*Note – Rates and charges for 2011/2012 have been adjusted for supplementary rates received during the year on a full year rate or **annualised** basis. (i.e. Whilst properties subjected to supplementary rates have received pro-rata rate accounts, the above rate figures are based on the income that would have been received if the accounts were for a full twelve month period))

#### 8.3.2 Overall increase in average rates and charges revenue

Average increases in rates and charges for each property type relating to 2012/2013 are shown below:

Description	Total Average Rates and Charges 2011/2012* (\$)	Total Average Rates and Charges 2012/2013 (\$)	Total Average Annual Change (\$)	Total Average Weekly Change (\$)	Average Annual Change (%)
Residential Improved and Unimproved Land	1,319.01	1,408.55	89.54	1.72	6.79
Farm Land	1,877.04	1,960.81	83.77	1.61	4.46
Commercial Unimproved Land	3,043.15	3,228.61	185.46	3.57	6.09
Commercial Improved 1 Land**	7,247.00	7,063.55	(183.45)	(3.53)	(2.53)
Commercial Improved 2 Land	16,373.14	16,423.01	49.87	0.96	0.30
Commercial Improved 3 Land	2,029.57	2,017.71	(11.86)	(0.23)	(0.58)
Industrial Unimproved Land	2,665.48	2,828.29	162.81	3.13	6.11
Industrial Improved 1 Land**	6,775.13	6,729.25	(45.88)	(0.88)	(0.68)
Industrial Improved 2 Land	42,848.55	43,028.19	179.64	3.45	0.42
Industrial Improved 3 Land	2,130.34	2,104.42	(25.92)	(0.50)	(1.22)
Cultural and Recreational Land	4,844.71	5,111.93	267.22	5.14	5.52

(\*Note 1 – Rates and charges for 2011/2012 have been based on **annualised** calculation.

(\*\*Note 2 – Commercial Improved 1 Land and Industrial Improved 1 Land provide the funding for Shepparton Show Me.)

## Part 8: Rating Strategy

### 8.3.3 Influences

The 2012/2013 rate increase reflects numerous cost drivers and external inflationary pressures which the Council must address and manage. These include:

- Estimated CPI at 3.1 per cent per annum (December quarter 2011)
- MAV Local Government cost index estimated at 3.9 per cent per annum
- Growth factor 1.5 per cent per annum
- State and Federal grants to continue current trend but with a decrease in real terms
- Fuel and associated products pricing expected to remain high based on world wide demand
- Prevailing economic conditions faced across the community
  - Impact of flood and storm events in 2010, 2011 and 2012
  - Impacts felt by Greater Shepparton from the higher Australian Dollar
- Increases in utility costs as advised by suppliers
- Costs associated with Council 2012 Elections
- Loss of water unbundling assistance grant of \$260,000 in 2011/2012
- Specific purpose Federal grants for local government infrastructure projects
- Additional costs associated with residential developments
- Increase in State imposed Environmental Protection Agency (EPA) levy
- Cost impacts associated with ongoing obligations to the defined benefits superannuation scheme
- Full year of costs associated with Federal and State Government changes to provision of Childcare services
- Fees and charges reviewed with an average increase of 4 per cent per annum
- Use of \$2 million of existing Council funds, previously held as a legal requirement to cover Long Service Leave entitlements, to fund a portion of the Council's capital works program budgeted to be \$31.37 million
- Increases in employee benefits (in line with Council's Enterprise Bargaining increase, banding level increments and additional staff resources to meet growth and demand)
- Ongoing recruitment of professionally skilled staff
- Ongoing commitment to fund maintenance of existing infrastructure assets and asset renewal to appropriate levels.
- Review of Council assets and useful life calculations resulting in a reduction in estimated depreciation.

## Part 8: Rating Strategy

### 8.4 Rating structure

The Council established a rating structure which is comprised of the following key elements:

- General rates through the application of different rates, i.e. different rates in the dollar for different property classifications. General rates are calculated by multiplying the Capital Improved Value (CIV) of a property by its applicable rate in the dollar;
- A municipal charge being a uniform charge on all properties to cover some of the administrative costs of the Council; and
- A user pays component to reflect usage of services provided by the Council.

Striking a proper balance between these elements provides equity in the distribution of the rate burden across residents.

Council makes a further distinction within the property value component of rates based on the purpose for which the property is used. This distinction is based on the concept that individual sections should pay a fair and equitable contribution to rates, taking into account the benefits individual sections derive.

Having reviewed the various valuation bases for determining the general rates or property value component of rates, the Council made a decision some years ago to apply a Capital Improved Value (CIV) basis on the grounds that it provides the most equitable distribution of rates across the municipality.

The current rating structure comprises ten differential rates and a rate concession for rateable outdoor recreational lands developed primarily for regional use, incorporated into major property categories (MPCs): Residential, Farm, Commercial, Industrial and Cultural and Recreational.

The different rates are structured in accordance with the requirements of section 161 of the *Local Government Act 1989* and are detailed below:

- Residential Improved and Unimproved Land;
- Farm Land;
- Commercial Unimproved Land;
- Commercial Improved 1 Land;
- Commercial Improved 2 Land;
- Commercial Improved 3 Land;
- Industrial Unimproved Land;
- Industrial Improved 1 Land;
- Industrial Improved 2 Land;
- Industrial Improved 3 Land;

Details of the objectives of each differential rate, the types of classes of land which are subject to each differential rate and the uses of each of the differential rate are contained in Appendix C Statutory Disclosures (pg 82).

## Part 8: Rating Strategy

Under the *Cultural and Recreational Land Act 1963*, provision is made for a Council to grant a rating concession to any 'recreational lands' which meet the test of being 'rateable land' under the Act.

Rateable outdoor recreational lands developed primarily for regional use as evidenced by paid administrative support and/or commercial business dealings in their operation or management will be granted a rating concession under the provisions of the *Cultural and Recreational Land Act 1963*.

Such rateable land is described below:

Property Location	Ratepayer Name
71 Gowrie Street TATURA	Hilltop Golf and Country Club
160-200 Ross Street TATURA	Tatura and Shepparton Racing Club
7580 Goulburn Valley Highway KIALLA	Shepparton Trotting Club
2 Fairway Drive MOORoopna	Mooroopna Golf Club Inc
15 Golf Drive SHEPPARTON	Shepparton Golf Club Inc
55 Rudd Road SHEPPARTON	Shepparton Golf Club Inc
7582 Goulburn Valley Highway KIALLA	Shepparton Greyhound Racing Club

Outdoor recreational facilities that predominantly have a local community focus or use, minimal level of business activity and voluntary administration will not be required to make a contribution in lieu of rates under the provisions of the *Cultural and Recreational Land Act 1963*.

The Council has also applied a municipal charge and a range of kerbside waste collection service charges as allowed under the *Local Government Act 1989* detailed below:

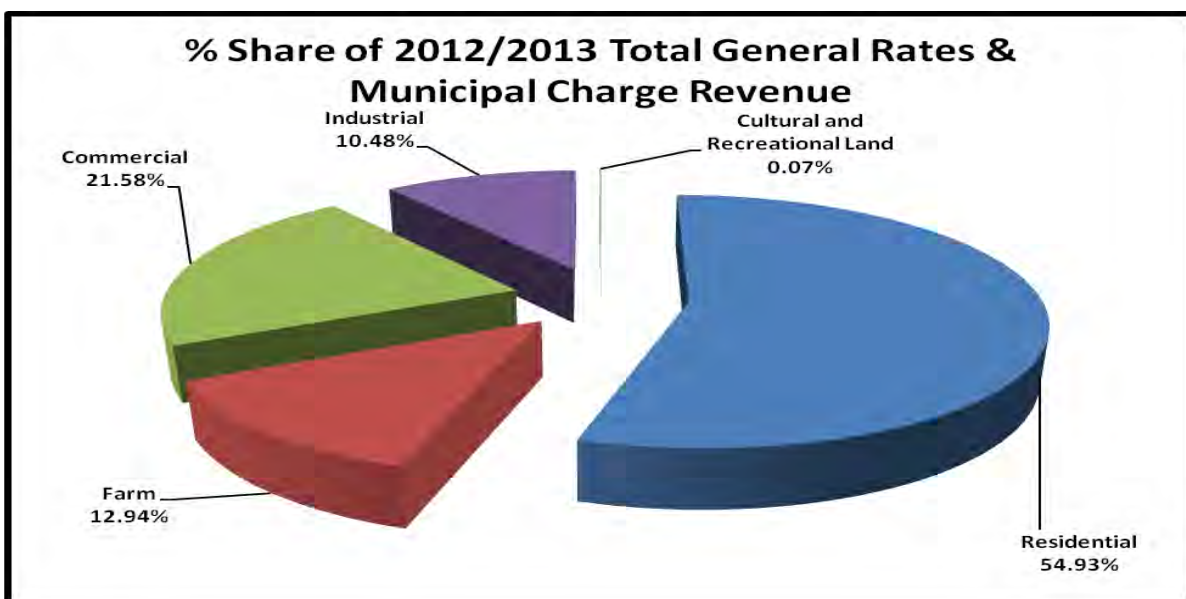
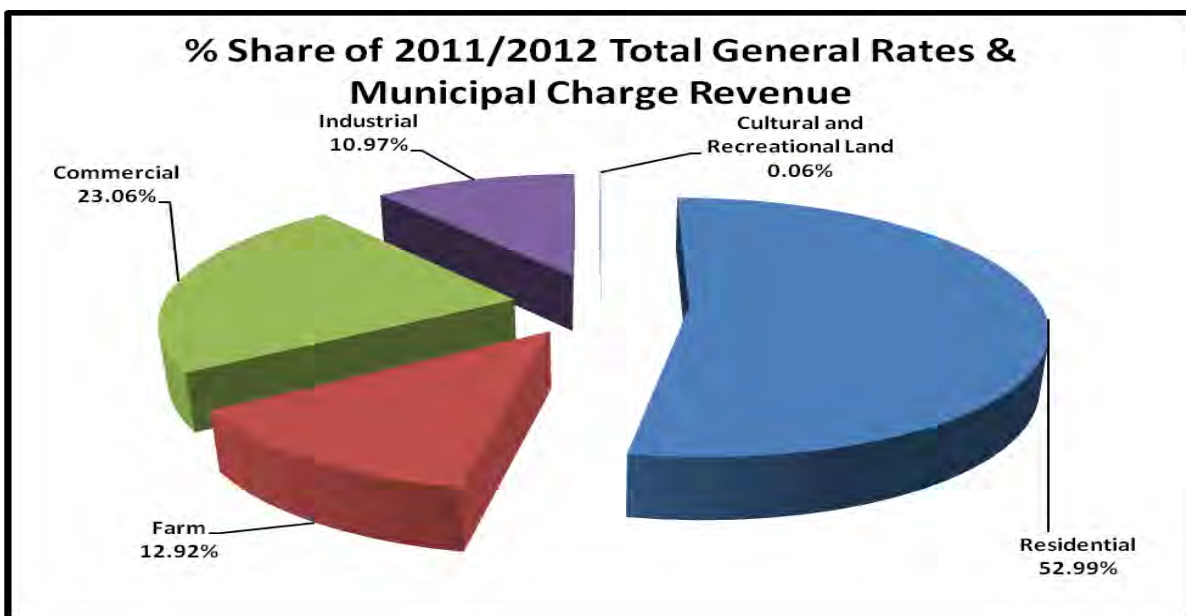
- 240L Waste/Recyclables Service;
- 120L Waste/Recyclables Service;
- 80L Waste/Recyclables Service;
- 120L or 240L Recyclables Only Service; and
- 120L or 240L Green Organic Waste Service.

## Part 8: Rating Strategy

Outlined below are the 2011/2012 percentage contributions levels paid by ratepayers of the major property categories (MPCs), in respect of general rates and municipal charges, along with the proposed 2012/2013 percentage contributions.

The charts show the proposed changes to the percentage contribution levels for the major property categories (MPCs). The charts do not include charges for waste, recyclables and green organic services as these are based on a user pays contribution.

However, they do reflect the redistribution of the resultant increase in municipal charge revenue for residential properties to decrease the percentage contribution towards total general rates and municipal charge revenue of commercial and industrial improved properties.



## Part 8: Rating Strategy

### 8.4.1 Increases in differential rates in the dollar

The following tables summarises the rates to be made for the 2012/2013 year. A more detailed analysis of the rates to be raised is contained in Appendix C Statutory Disclosures (pg 82).

Differential Rate Type	Cents in/\$ CIV 2011/2012	Cents in/\$ CIV 2012/2013	Change (%)
Residential Improved and Unimproved Land	0.0037798	0.00384340	1.68
Farm Land	0.0037798	0.00383940	1.58
Commercial Unimproved Land	0.0054612	0.00539040	(1.30)
Commercial Improved 1 Land*	0.0116975	0.01156310	(1.15)
Commercial Improved 2 Land	0.0110531	0.01168960	5.76
Commercial Improved 3 Land	0.0089392	0.00909690	1.76
Industrial Unimproved Land	0.0063536	0.00649550	2.23
Industrial Improved 1 Land*	0.0103028	0.01025780	(0.44)
Industrial Improved 2 Land	0.0111664	0.01274130	14.10
Industrial Improved 3 Land	0.0087165	0.00858440	(1.52)
Cultural and Recreational Land	0.0026639	0.00279990	5.11

(\*Note – Commercial Improved 1 Land and Industrial Improved 1 Land provide the funding for Shepparton Show Me.)

### 8.4.2 Increase in municipal charge

Municipal Charge	Charge per property 2011/2012 (\$)	Charge per property 2012/2013 (\$)	Change (\$)	Change (%)
Municipal Charge	164.00	214.00	50.00	30.49

The 2012/2013 Rating Strategy proposes that the municipal charge be increased by \$50.00 on all properties.

The municipal charge is levied on all rateable properties and is used to cover some of the Council's corporate and governance administration costs.

Where a Single Farm Enterprise is conducted over several properties, an exemption can be applied for and only one municipal charge is payable for that enterprise.

The total revenue raised from the municipal charge cannot be more than 20 per cent of the total revenues raised from the combination of general rates and municipal charges. The proposed change to the municipal charge will increase the level of the total municipal charge revenue as a portion of the total revenues from general rates and municipal charges from approximately 9.95 per cent to almost 12.45 per cent.

## Part 8: Rating Strategy

### 8.4.3 Service charges

Service Charge	Charge per service 2011/2012 (\$)	Charge per service 2012/2013 (\$)	Change (\$)	Change (%)
240L Waste/Recyclables Service**	334.00	334.00	0.00	0.00
120L Waste/Recyclables Service**	202.00	202.00	0.00	0.00
80L Waste/Recyclables Service**	152.00	152.00	0.00	0.00
120L or 240L Recyclables Only Service**	71.00	71.00	0.00	0.00
120L or 240L Green Organic Waste Service**	71.00	71.00	0.00	0.00

(\*\*Note – Service Charges shown above do not include GST which applies to all service charges that are levied against non-residential or non-rural properties.)

Kerbside waste collection services are provided in urban areas and rural areas abutting the sealed road network. The charge for a waste/recyclables service is compulsory for all residential properties in urban areas (whether or not the service is used) and optional in rural areas

The waste service charges account for the various costs associated with the provision of waste management services; including a recycling service, waste disposal and management, development, rehabilitation and operation of the Council's landfills in accordance with Environment Protection Authority License, waste minimization promotion and education, management and administration of the waste, recycling and green organic collection contracts and the provision of a weekly kerbside waste collection service and fortnightly recyclables and organic waste collection services.

The Council provides residents with a range of bin sizes to encourage waste minimization and the above service charges reflect these options.

The Council will again fund increases in the State Government's imposed EPA levy associated with the disposal of waste into landfill. Unfortunately the Council will need to pass these increases onto residents.

## Part 8: Rating Strategy

### 8.4.4 Overall increases in total rates and charges

Description	Total Annualised Rates and Charges 2011/2012* (\$)	Total Rates and Charges 2012/2013 (\$)	Change (%)
Residential Improved and Unimproved Land	30,659,083	32,740,409	6.79
Farm Land	6,545,238	6,837,338	4.46
Commercial Unimproved Land	197,805	209,860	6.09
Commercial Improved 1 Land**	9,834,173	9,585,241	(2.53)
Commercial Improved 2 Land	605,806	607,651	0.30
Commercial Improved 3 Land	541,894	538,729	(0.58)
Industrial Unimproved Land	213,238	226,264	6.11
Industrial Improved 1 Land**	3,611,145	3,586,692	(0.68)
Industrial Improved 2 Land	1,242,608	1,247,818	0.42
Industrial Improved 3 Land	185,340	183,084	(1.22)
Cultural and Recreational Land	33,913	35,784	5.52
Non-Rateable Land (Service charges only)	219,790	219,790	0.00
<b>Totals</b>	<b>53,890,033</b>	<b>56,018,660</b>	<b>3.95</b>

(\*Note 1 – Rates and charges for 2011/2012 have been adjusted for supplementary rates received during the year on a full year rate or **annualised** basis. (i.e. Whilst properties subjected to supplementary rates have received pro-rata rate accounts, the above rate figures are based on the income that would have been received if the accounts were for a full twelve month period))

(\*\*Note 2 – Commercial Improved 1 Land and Industrial Improved 1 Land provide the funding for Shepparton Show Me.)

### 8.5 Requirements for the payment of rates and charges

#### 8.5.1 Rate payment dates

Rates are a charge on the property and the Council will allow them to be paid in one of the following ways:

- **By lump sum with a discount for early payment**
  - Lump sum payments in full made on or before 24 September 2012 which will entitle ratepayers to receive a discount of 1.50 per cent on the total rates and charges raised for the 2012/2013 rating year; or
- **By lump sum with no discount**
  - Lump sum payments (excludes discounted early payments) made on or before 15 February 2013 (i.e. the date fixed by the Minister by notice published in the Government Gazette); or



## Part 8: Rating Strategy

### • By four installments

- Payments must be made on or before the following dates fixed by the Minister by notice published in the Government Gazette:
  - **1<sup>st</sup> Installment** – due by 30 September 2012
  - **2<sup>nd</sup> Installment** – due by 30 November 2012
  - **3<sup>rd</sup> Installment** – due by 28 February 2013
  - **4<sup>th</sup> Installment** – due by 31 May 2013
- To be eligible to pay by four installments, the amount of the first installment must be paid by 30 September 2012. Payments made after that date will not be eligible for the installment plan and will be treated as part payment only, with the balance to be paid in full by 15 February 2013.
- The first installment is an amount as near as possible to  $\frac{1}{4}$  of the current rates and charges plus any arrears carried forward from previous rating years.

### 8.5.2 Payment difficulties

Ratepayers who are experiencing difficulties in paying their rates should contact the Council immediately to discuss an alternative payment arrangement. These enquiries are treated confidentially and will help prevent costly legal action for recovery of overdue rates from commencing.

Interest will still be charged on overdue rates and charges not paid by their respective due dates.

### 8.5.3 Interest on late payments

In accordance with section 172 of the *Local Government Act 1989*, the Council will charge interest on late payments which have not been paid by the required lump sum payment date or installment dates.

The current penalty interest rate fixed by the Attorney-General under section 2 of the *Penalty Interest Rates Act 1983* is 10.5 per cent per annum, effective on and from 1 February 2010. The last review of the Penalty Interest Rate was made in June 2011. The rate was not altered.

The penalty interest for 2012/2013 will be calculated at the interest rate fixed by the Attorney-General on the first day of July immediately before the due date for payment.

In the case of ratepayers who choose to make a **lump sum annual payment** and fail to clear their account in full on or before the due date of 15 February 2013, interest will be calculated on the balance remaining after the due date until the account is paid in full. Under legislation, interest in this instance is charged from the date that the rates were declared until the account is cleared. *This means that, if the rates were declared on 1 July 2012 and the account is not paid until 16 February 2013, interest will be calculated for 231 days, even though the payment is made one day after the payment due date.*

In the case of ratepayers who choose to make payments by **four installments** and fail to clear their installment accounts on or before the relevant due dates, interest will be calculated on the balance remaining after the due date until the account is paid in full. Under legislation, interest in this instance is charged from the date that the installment was due until the account is cleared.

## Part 8: Rating Strategy

### 8.5.4 Pensioner rate concessions

A pensioner concession for eligible concession card holders will provide a 50 per cent discount off council rates up to a maximum amount set by the State Government. For 2012/2013, the maximum rate concession cap will be \$198.00 which is approximately a 2.5 per cent increase from 2011/2012.

To be eligible for a pensioner concession, pensioners must hold at least one of the following concession cards:

- Pensioner Concession Card; or
- Gold Card issued by the Department of Veteran Affairs (DVA)
  - DVA Gold War Widow (WW); or
  - DVA Gold Totally/Permanently Incapacitated Veteran (TPI).

The concession is only available for the pensioner's principal place of residence which is listed on their concession card.

Health Care cardholders are not eligible to receive a concession on Council rates and charges.

### 8.5.5 Rate rebate for covenanted areas

Trust for Nature is a non-profit independent organization working to assist private landowners to protect the native habitat on their property. Trust for Nature's covenanting program falls under the *Victorian Conservation Trust Act 1972*.

A conservation covenant is a permanent, legally-binding agreement placed on a property's title to ensure native vegetation on the property is protected forever. The agreement is voluntary and negotiated between Trust for Nature and each individual landholder.

In partnership with the Trust for Nature and the Natural Heritage Trust, the Council is offering a rate rebate to landholders with a conservation covenant.

A rebate of up to \$20 per hectare is available. The total rebate will depend on the rated value of the covenanted area with a minimum rebate of \$100 and a maximum rebate of \$1,000 per landholder.

Landowners that have native pastures bush or swamps on their land are encouraged to apply for a conservation covenant with the Trust for Nature. Once the covenant has been registered, the ratepayer will automatically receive a rate rebate.

## Part 8: Rating Strategy

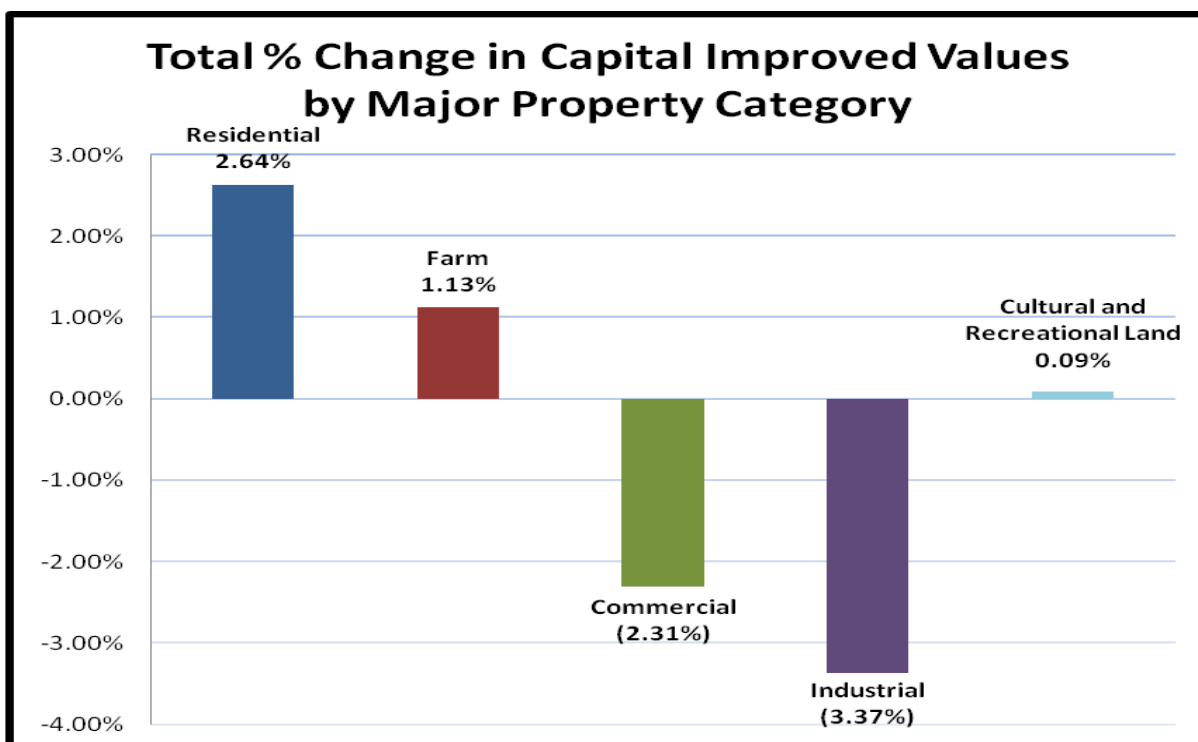
### 8.6 General revaluation of properties

The Council is required to revalue all properties within the municipality every two years. A revaluation of all properties was completed in 2012 and will apply from 1 July 2012 for use in both the 2012/2013 and 2013/2014 rating years.

A revaluation is conducted by qualified valuers and updates the rating valuation of all properties in the municipality to a more current level of value date, in order that rates levied are more closely based on prevailing market conditions. Therefore, undertaking a general valuation on a regular basis is a fundamental requirement for the maintenance of rating equity.

All properties in the municipality – and across Victoria – have been valued as at the common date of 1 January 2012.

The following chart summarises the rateable valuation (CIV) changes between the 2010 and 2012 general revaluation based on major property categories (MPCs).



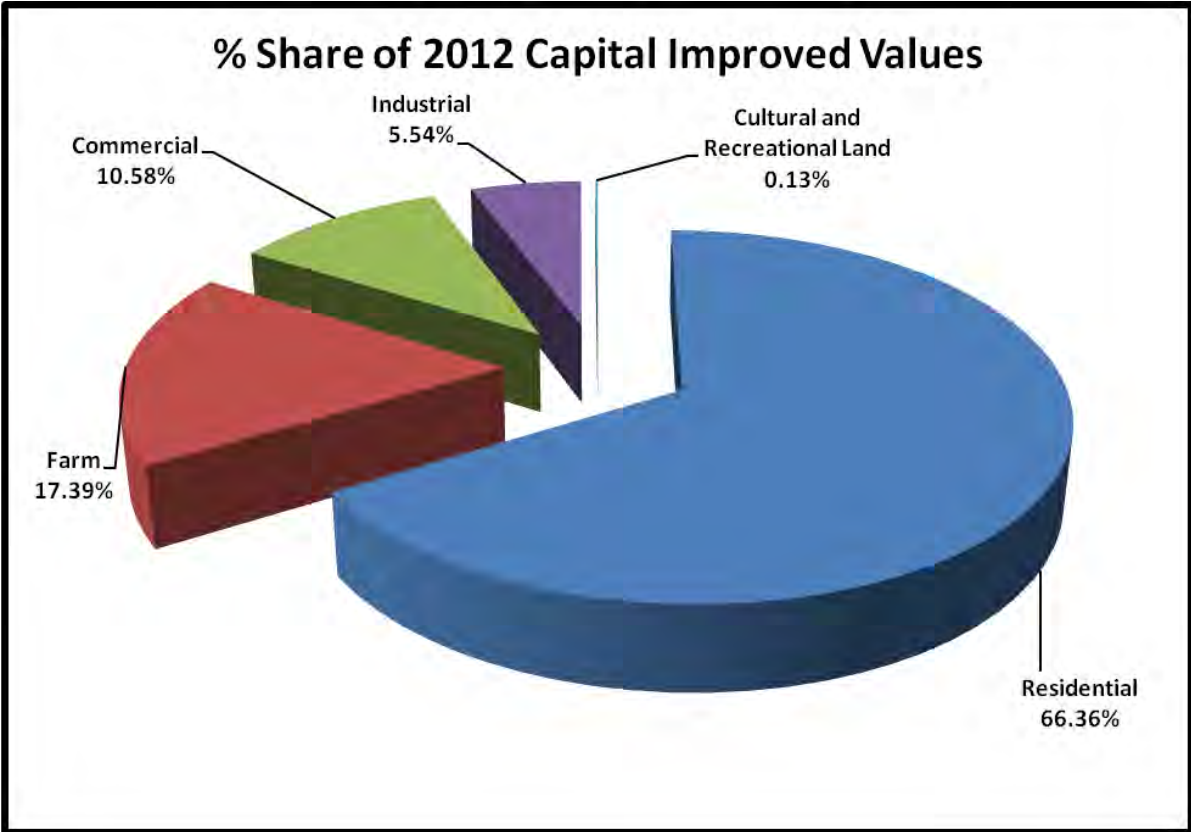
Increased property values do not increase the amount of money a council collects in rates – it redistributes the amount of rates paid between individual properties. Some ratepayers will pay more and some less, depending on the new value of their property relative to other properties in the municipality.

While the property valuation and rating process is the responsibility of local government, the Valuer-General Victoria (VGV) independently oversees this process to ensure statutory requirements and best practices standards have been met.

Ratepayers have rights under the *Valuation of Land Act 1960* to object to the valuation of their property.

**Part 8:**  
**Rating Strategy**

Outlined below is the percentage breakdown of the major property categories (MPCs), in respect of rateable valuations (CIV) for the 2012/2013 rating year:



## Part 9: Other Strategies

This section sets out the strategies that have been developed and incorporated into the Strategic Resource Plan (SRP) and the Long Term Financial Plan including borrowings and infrastructure.

### 9.1 Borrowing Strategy

Council's long term borrowing strategy focuses on reaching a debt position that provides future flexibility to use loan funds, without unduly exposing Council to a high debt burden. A key assumption of the long term financial plan is that Council endeavors to remain below a target debt level of 40 per cent of total own source revenue (which excludes grants). This is a measure created and recommended by the Victorian Auditor General's Office.

While projects which provide a financial return enabling the repayment of debt will be given consideration for borrowing, Council will also consider funding projects which have sufficient community benefit to justify the raising of debt. For the 2012/2013 year, Council is not proposing any new borrowings, rather Council will utilise \$2 million of its own reserve funds to partially fund the proposed \$35.06 million capital works program.

The availability of reserve funds is due to changes made by the government in February 2012 to the Long Service Leave (LSL) regulations which no longer require local governments to hold funds to cover all LSL entitlements relating to long serving employees. Council has approximately \$5.3 million held in reserve in 2011/2012 and has taken an approach to utilise a large portion of these funds in an effort to minimise borrowings. Council will maintain \$1.3 million in a LSL reserve to ensure there remains adequate coverage should it be required if a number of long serving employees resigned. A further \$2 million will be used for delivering projects from 2011/2012 which will result in reduced borrowings in June 2012 of \$3 million (instead of \$5 million). It is then proposed to use the remaining \$2 million to partially fund 2012/2013 capital works projects.

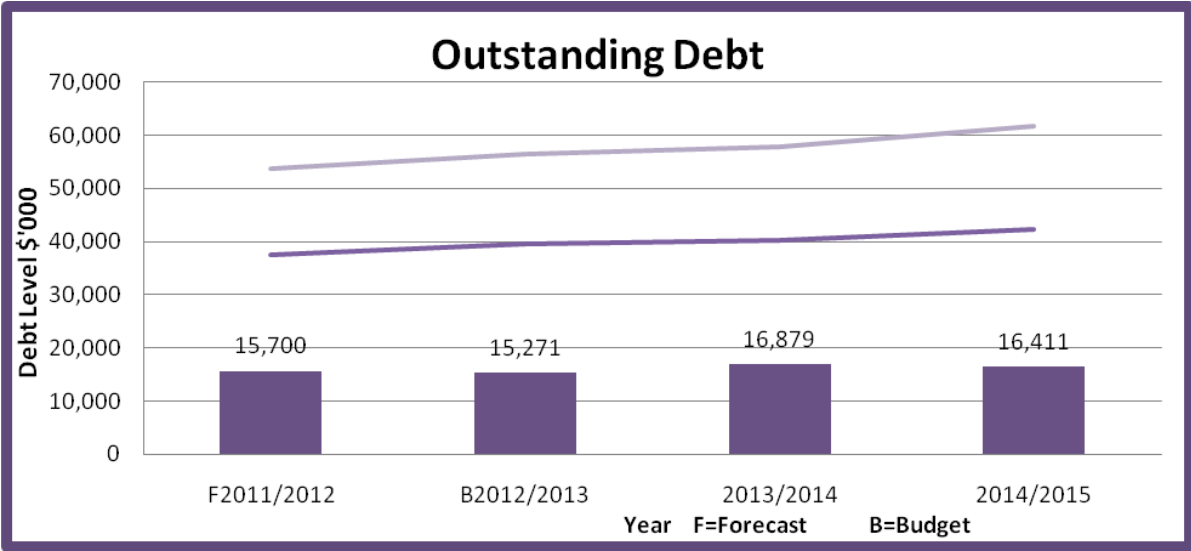
The following table sets out the Council's loan principal and interest repayment schedule for the next four years.

Year	New Borrowings \$'000	Loan Principal Paid \$'000	Loan Interest Paid \$'000	Balance 30 June \$'000	Indebtedness Ratio **
2011/2012	3,000	283	1,075	15,700	17.08%
<b>2012/2013</b>	<b>0</b>	<b>362</b>	<b>1,330</b>	<b>15,338</b>	<b>16.29%</b>
2013/2014	2,000	392	1,259	16,946	16.67%
2014/2015	0	468	1,385	16,478	15.53%
2015/2016	0	508	1,345	15,970	14.42%

\*\* Indebtedness ratio is a measure which provides a comparison of non-current liabilities (mainly comprising borrowings) to own sourced revenue. The Victorian Auditor General Office places any percentage below 40 as a low risk with no audit concern.

**Part 9:  
Other Strategies**

The following graph represents the Council’s outstanding borrowings as at 30 June 2012, together with expected balances to 30 June 2016.



## Part 9: Other Strategies

### 9.2 Infrastructure Strategy

#### 9.2.1 Strategy Development

The Asset Management Policy and the Asset Management Strategy were originally adopted by Council on 6 April 2004 and the current versions were adopted by Council again on 21 December 2010.

The second review was undertaken due to significant organisational changes and the significant progress made toward achieving many of the recommendations contained within the Asset Management Strategy as well the efflux of time.

The Asset Management Policy sets out the following commitments with regards to the management and care of the Council's infrastructure.

- Financial sustainability
- Utilisation of technological advances
- Integrated planning approach
- Implementation of best practice
- Improvements in maintenance and rehabilitation practices
- Regular consultation
- Preparation of *Asset Management Strategy* and asset management plans for each category of asset.

The principals within the Council's *Asset Management Strategy* include:

- Identification of clear linkages between the *Asset Management Strategy*, the Council Plan and the Greater Shepparton 2030 Strategy
- Council's legislative requirements with regard to asset management are known and documented
- Actions have been identified which will result in the compliance with and delivery of the commitment within the Asset Management Policy
- Asset condition is identified and level of service considered
- Gap analysis is being undertaken
- A complete set of Asset Management Plans are produced for all asset categories.

The following Asset Management Plans were adopted by Council on 20 December 2011

- Transportation
- Buildings
- Urban Drainage
- Sports and Recreation
- Parks and Open Space
- Fleet and Plant
- Aquatics

## Part 9: Other Strategies

The Asset Management Plans show that for the assets covered by the AMP's the funding levels for renewal capital expenditures are adequate in the short term.

The annual budget process sees the updating of the Council's 10 year capital works program in the 'PowerBudget' system. With the knowledge of the Asset Management Policy and strategy, all projects have been documented and evaluated. The documentation includes project plans.

The Asset Management Policy and the Asset Management Strategy include provisions for the assessment of risk of the critical assets owned by Council. Each of the AMP's has a section dealing with risk management which considers the impact of the failure of critical assets owned by Council and then considers what actions can be taken to eliminate or reduce this risk.

A key objective of the infrastructure strategy is to maintain or renew Council's existing assets at desired condition levels. If sufficient funds are not allocated to asset renewal then Council's investment in those assets will reduce, along with the capacity to deliver services to the community.

A measure of Council's performance in respect to infrastructure management is the sustainability index. This is the portion of the total asset value consumed (equivalent to annual depreciation charge), compared to the amount spent in preserving the asset on an annual basis. A value of 100 per cent or greater is the desired target for long term financial planning.

The Council decided to target a renewal spend of to meet 100 per cent, however financial constraints has seen the Council maintain the renewal spend and meet funding equal to 90 per cent of asset consumption in the future. The average annual asset consumption was reviewed in February 2012, based on the work undertaken with the STEP program. The Council's ten year capital works program has been developed allowing to achieve an asset renewal spend equal to 100 per cent of based on asset condition.

Key messages in asset management include:

- Capital works program 2012/2013 proposes a total of \$16.45 million funding on renewal works (including capital carry forwards \$17.56 million)
- Council has been working hard to improve its approach to asset management and is close to completion of the implementation of a sophisticated asset management system
- Council remains committed to replacing and renewing existing assets prior to building new assets, ensuring that assets continue to deliver service to the community
- Depreciation has been used as a guide for funding renewal and replacement. Council has been funding over the past few years 90 per cent of depreciation
- With the introduction of a new asset management system Council is moving from depreciation as a guide to a condition based approach. This is where the condition of the asset is regularly assessed and at a point renewed or replaced and is driven by the communities demand and subsequent wear and tear of the asset.



## **Appendices**

- A – Budgeted Standard Statements**
- B – Cash Income Statement**
- C – Statutory Disclosures**
- D – Capital Works Program**
- E – Key Strategic Activities**
- F – Schedule of Fees and Charges**
- G – Amendments to the 2012/2013 Budget**

## **Appendix A: Budgeted Standard Statements**

This appendix presents information in regard to the budgeted Standard Statements.

At the end of the financial year Council is required to report back to the community a comparison of actual financial results against these Budgeted Standard Statements and provide an explanation of significant variances. The Standard Statements together with the Performance Statement provide a clear, concise and understandable report of Council's activities for the year from both a financial and non-financial perspective particularly for those users who do not have a financial background.

Appendix A includes the following budgeted information:

- Budgeted Standard Income Statement
- Budgeted Standard Balance Sheet
- Budgeted Standard Cash Flow Statement
- Budgeted Standard Capital Works Statement

## Appendix A: Budgeted Standard Statements

### Budgeted Standard Income Statement For the year ending 30 June 2013

	Forecast Actual 2011/2012 \$'000	Budget 2012/2013 \$'000	Variance \$'000
<b>Revenues from operating activities</b>			
Rates and Charges	53,780	56,411	2,631
Operating grants and contributions	24,965	15,909	(9,056)
User Charges	12,730	14,298	1,568
Statutory Fees	2,382	2,445	63
Other	2,732	2,181	(551)
Parking Fees and Fines	1,915	1,984	69
Rent	688	591	(97)
<b>Total Operating Revenue</b>	<b>99,192</b>	<b>93,819</b>	<b>(5,373)</b>
<b>Expenses from operating activities</b>			
Employee Benefits	35,635	38,101	2,466
Materials and Consumables	27,841	26,623	(1,218)
External Contracts	10,457	10,060	(397)
Utilities	2,356	2,707	351
Borrowing Costs	1,075	1,330	255
Depreciation and amortisation	18,651	17,649*	(1,002)
<b>Total Operating Expenses</b>	<b>96,015</b>	<b>96,470</b>	<b>455</b>
<b>UNDERLYING OPERATING RESULT</b>	<b>3,177</b>	<b>(2,651)</b>	<b>455</b>
<b>Non-operating Income and Expenditure</b>			
Proceeds on disposal of Assets	1,539	345	(1,194)
Capital Grants and Contributions	7,730	5,475	(2,255)
Assets sold (WDV)	(184)	(358)*	(174)
Contributed Assets	3,000	3,000*	0
<b>ACCOUNTING SURPLUS/(DEFICIT) FOR THE YEAR</b>	<b>15,262</b>	<b>5,811*</b>	<b>(9,451)</b>

\* The note references are provided for ease of reading the Cash Income Statement on page 81

NB: The amount indicated for Rates and Charges income includes an estimate of income from supplementary rates (i.e. properties newly subdivided or improved upon during the year) and therefore doesn't balance as a 3.95 per cent increase between the two years. Appendix B includes the full details surrounding the declaration of Rates and Charges.

## Appendix A: Budgeted Standard Statements

### Budgeted Standard Balance Sheet For the year ending 30 June 2013

Ref	Forecast Actual 2011/2012 \$'000	Budget 2012/2013 \$'000	Variance \$'000
<b><u>ASSETS: CURRENT</u></b>			
	1,000	1,000	0
	6,000	6,000	0
	33,542	22,626*	(10,916)
	74	500	426
<b>Total Current Asset</b>	<b>40,616</b>	<b>30,126</b>	<b>(10,490)</b>
<b><u>NON CURRENT ASSETS</u></b>			
	651,297	667,662	16,365
	1,371	1,371	0
<b>Total Non Current Assets</b>	<b>652,668</b>	<b>669,159</b>	<b>16,365</b>
<b>TOTAL ASSETS</b>	<b>693,284</b>	<b>699,159</b>	<b>5,875</b>
<b><u>LIABILITIES: CURRENT</u></b>			
	8,160	8,236	76
	200	100	(100)
	2,100	2,000	(100)
	7,500	7,900	400
	220	220	0
<b>Total Current Liabilities</b>	<b>18,180</b>	<b>18,456</b>	<b>276</b>
<b><u>NON CURRENT LIABILITIES</u></b>			
	200	200	0
	750	800	50
	15,500	15,238	(262)
<b>Total Non Current Liabilities</b>	<b>16,450</b>	<b>16,238</b>	<b>(212)</b>
<b>TOTAL LIABILITIES</b>	<b>34,630</b>	<b>34,694</b>	<b>64</b>
<b>NET ASSETS</b>	<b>658,654</b>	<b>664,465</b>	<b>5,811</b>
<b><u>REPRESENTED BY:</u></b>			
	298,533	304,344	5,811
	360,121	360,121	0
<b>TOTAL EQUITY</b>	<b>658,654</b>	<b>664,465</b>	<b>5,811</b>

\* The note references are provided for ease of reading the Cash Income Statement on page 81

## Appendix A: Budgeted Standard Statements

### Budgeted Standard Cash Flow Statement For the year ending 30 June 2013

	Ref	Forecast Actual 2011/2012 \$'000	Budget 2012/2013 \$'000	Variance \$'000
<b>Cash flows from operating activities</b>				
Receipts from customers		72,580	71,071	(1,509)
Payments to suppliers		(76,290)	(77,491)	(1,201)
Net cash inflow (outflow) from customers/suppliers		<b>(3,710)</b>	<b>(6,420)</b>	<b>(2,710)</b>
Interest received		1,647	1,598	(49)
Government receipts		32,695	26,625	(6,070)
Interest paid		(1,075)	(1,330)	(255)
<b>Net cash inflow (outflow) from operating activities</b>	<b>5.1.1</b>	<b>29,557</b>	<b>20,473</b>	<b>(9,084)</b>
<b>Cash flows from investing activities</b>				
Proceeds from sale of property, plant and equipment, infrastructure		1,539	345	(1,194)
Payments for property, plant and equipment, infrastructure		(27,842)	(31,372)	(3,530)
<b>Net cash inflow (outflow) from investing activities</b>	<b>5.1.2</b>	<b>(26,303)</b>	<b>(31,027)</b>	<b>(4,724)</b>
<b>Cash flows from financing activities</b>				
Proceeds from interest bearing loans and borrowings		3,000	0	(3,000)
Repayment of interest bearing loans and borrowings		(283)	(362)*	(79)
<b>Net cash inflow (outflow) from financing activities</b>	<b>5.1.3</b>	<b>2,717</b>	<b>(362)</b>	<b>(3,079)</b>
<b>Net increase (decrease) in cash and cash equivalents</b>		5,971	(10,916)	(16,887)
Cash and cash equivalents at the beginning of the year		28,571	34,542	5,971
<b>Cash and cash equivalents at the end of the year</b>	<b>5.1.4</b>	<b>34,542</b>	<b>23,626</b>	<b>(10,916)</b>

\* The note references are provided for ease of reading the Cash Income Statement on page 81

## Appendix A: Budgeted Standard Statements

### Budgeted Standard Capital Works Statement For the four year ending 30 June 2013

Capital Works Areas	Forecast Actual 2011/2012 \$'000	Budget 2012/2013 \$'000	Variance \$'000
Roads	11,065	12,778	1,713
Drains	3,280	4,159	879
Open space	1,215	4,233	3,018
Buildings	2,764	2,676	(88)
Plant, equipment and other	4,731	3,092	(1,639)
Waste Management	1,670	2,658	988
Other	3,117	1,726	(1,391)
<b>Total capital works</b>	<b>27,842</b>	<b>31,372*</b>	<b>3,530</b>
<b>Represented by:</b>			
Renewal	13,263	17,558	4,295
Upgrade/expansion	4,688	6,053	1,365
New assets	9,891	7,761	(2,130)
<b>Total capital works</b>	<b>27,842</b>	<b>31,372*</b>	<b>3,530</b>

Property, Plant and Equipment movement reconciliation worksheet	2011/2012 \$'000	2012/2013 \$'000	Variance \$'000
<i>The movement between the previous year and the current year in property, plant and equipment as shown in the Statement of Financial Position links to the net of the following items:</i>			
Total Capital works	27,842	31,372	3,530
Asset revaluation movement	1,500	0	(1,500)
Depreciation and amortization	(18,651)	(17,649)	1,002
Written down value of assets sold	(184)	(358)	(174)
Contributed assets	3,000	3,000	0
<b>Net movement in property, plant and equipment</b>	<b>13,507</b>	<b>16,365</b>	<b>2,858</b>

\* The note references are provided for ease of reading the Cash Income Statement on page 81

## Appendix B: Cash Income Statement

The total changes in the accounting surplus from the income statement reflect a surplus position which is an accrual based accounting position required for compliance with Australian Accounting Standard AASB101 – Presentation of Financial Statements and it should be noted it contains both cash and non cash items. It is important that from an operating level the Council delivers a cash surplus. This is then used towards funding the annual capital works program which is not shown as expenditure on the income statement.

The table below is developed to identify how the surplus on the income statement is reconciled and non-cash items added back to fund the items not in the operating statement, largely capital works. The table reflects that after funding operations, the capital works program and loan repayments, the end cash result for the year is effectively a balance budget position.

### Income Statement Converted to Cash For the year ending 30 June 2013

	Budget 2012/2013 \$'000
<b>UNDERLYING OPERATING RESULT (pg 77)</b>	<b>5,811</b>
<b><u>Less</u> cash costs not included in operating result</b>	
Capital Works Expenditure (pg 80)	31,372
Loan Repayments (principal) (pg 71)	362
Transfer from reserves (transfers to and from reserves form part of the	(15,039)
Transfer to reserves investment balance on pg 78)	4,121
<b>Sub Total</b>	<b>20,816</b>
<b><u>Plus</u> non cash costs included in operating result</b>	
Depreciation (pg 77)	17,649
Assets sold (WDV) (pg 77)	358
Contributed assets (pg 77)	(3,000)
<b>Sub Total</b>	<b>15,007</b>
<b>CASH SURPLUS/(DEFICIT) FOR THE YEAR</b>	<b>2</b>

## Appendix C: Statutory Disclosures

This appendix presents information required pursuant to the Act and the Regulations to be disclosed in the Council's annual budget.

The appendix includes the following budgeted information:

- Borrowings
- Rates and Charges
- Differential Rates

### 1. Borrowings

	2011/2012 \$'000	2012/2013 \$'000
New borrowings (other than refinancing)	3,000	0,000
Debt redemption	283	362

### 2. Rates and Charges

#### 2.1 The proposed rate in the dollar for each type of rate to be levied

Type of Property	2011/2012 Cents/\$CIV	2012/2013 Cents/\$CIV
Residential Improved and Unimproved Land	0.0037798	0.0038434
Farm Land	0.0037798	0.0038394
Commercial Unimproved Land	0.0054612	0.0053904
Commercial Improved 1 Land*	0.0116975	0.0115631
Commercial Improved 2 Land	0.0110531	0.0116896
Commercial Improved 3 Land	0.0089392	0.0090969
Industrial Unimproved Land	0.0063536	0.0064955
Industrial Improved 1 Land*	0.0103028	0.0102578
Industrial Improved 2 Land	0.0111664	0.0127413
Industrial Improved 3 Land	0.0087165	0.0085844
Cultural and Recreational Land	0.0026639	0.0027999

(\*Note – Commercial Improved 1 Land and Industrial Improved 1 Land provide the funding for Shepparton Show Me.)

#### 2.2 The estimated amount to be raised by each type of rate to be levied

Type of Property	2011/2012* \$	2012/2013 \$
Residential Improved and Unimproved Land	21,068,119	21,987,246
Farm Land	5,601,760	5,754,160
Commercial Unimproved Land	185,282	194,087
Commercial Improved 1 Land**	9,346,291	9,029,509
Commercial Improved 2 Land	585,151	585,146
Commercial Improved 3 Land	428,104	411,589
Industrial Unimproved Land	198,620	207,646
Industrial Improved 1 Land**	3,445,122	3,394,019
Industrial Improved 2 Land	1,232,223	1,235,983
Industrial Improved 3 Land	156,618	150,012
Cultural and Recreational Land	29,243	30,763

(\*Note 1 – Rates and charges for 2011/2012 have been adjusted for supplementary rates received during the year on a full year rate or **annualised** basis. (i.e. Whilst properties subjected to supplementary rates have received pro-rata rate accounts, the above rate figures are based on the income that would have been received if the accounts were for a full twelve month period))

(\*\*Note 2 – Commercial Improved 1 Land and Industrial Improved 1 Land provide the funding for Shepparton Show Me.)



## Appendix C: Statutory Disclosures

### 2.3 The estimated total amount to be raised by rates

Type of Property	2011/2012* \$	2012/2013 \$
Total rates to be raised	42,276,533	42,980,160

(\*Note – Rates and charges for 2011/2012 have been based on **annualised** calculation)

### 2.4 The proposed percentage change in the rate in the dollar for each type of rate to be levied, compared to that of the previous financial year

Type of Property	Percentage Change 2011/2012 %	Percentage Change 2012/2013 %
Residential Improved and Unimproved Land	5.13	1.68
Farm Land	(5.68)	1.58
Commercial Unimproved Land	5.53	(1.30)
Commercial Improved 1 Land*	6.48	(1.15)
Commercial Improved 2 Land	6.36	5.76
Commercial Improved 3 Land	5.78	1.76
Industrial Unimproved Land	5.68	2.23
Industrial Improved 1 Land*	6.48	(0.44)
Industrial Improved 2 Land	6.58	14.10
Industrial Improved 3 Land	7.13	(1.52)
Cultural and Recreational Land	1.21	5.11

(\*Note – Commercial Improved 1 Land and Industrial Improved 1 Land provide the funding for Shepparton Show Me.)

### 2.5 The number of assessments for each type of rate to be levied, compared to the previous year

Type of Property	2011/2012	2012/2013
Residential Improved and Unimproved Land	22,902	23,244
Farm Land	3,476	3,487
Commercial Unimproved Land	63	65
Commercial Improved 1 Land*	1,351	1,357
Commercial Improved 2 Land	39	37
Commercial Improved 3 Land	268	267
Industrial Unimproved Land	75	80
Industrial Improved 1 Land*	530	533
Industrial Improved 2 Land	27	29
Industrial Improved 3 Land	88	87
Cultural and Recreational Land	7	7
<b>Total number of assessments</b>	<b>28,826</b>	<b>29,193</b>

(\*Note – Commercial Improved 1 Land and Industrial Improved 1 Land provide the funding for Shepparton Show Me.)

## Appendix C: Statutory Disclosures

- 2.6 The basis of valuation to be used is the Capital Improved Value (CIV)
- 2.7 The estimated total CIV of land in respect of which each type of rate is to be levied, compared with the previous year

Type of Property	2011/2012 \$	2012/2013 \$
Residential Improved and Unimproved Land	5,573,871,300	5,720,780,300
Farm Land	1,482,025,400	1,498,713,400
Commercial Unimproved Land	33,927,000	36,006,000
Commercial Improved 1 Land*	798,999,000	780,890,000
Commercial Improved 2 Land	52,940,000	50,057,000
Commercial Improved 3 Land	47,866,000	45,245,000
Industrial Unimproved Land	31,261,000	31,967,600
Industrial Improved 1 Land*	334,387,000	330,872,000
Industrial Improved 2 Land	110,351,000	97,006,000
Industrial Improved 3 Land	17,968,000	17,475,000
Cultural and Recreational Land	10,977,000	10,987,000
<b>Total estimated CIV of land</b>	<b>8,494,572,700</b>	<b>8,619,999,300</b>

(\*Note – Commercial Improved 1 Land and Industrial Improved 1 Land provide the funding for Shepparton Show Me.)

- 2.8 The proposed unit amount to be levied for each type of charge under section 162 of the Act

Type of Charge	2011/2012 \$	2012/2013 \$
240L Waste / Recyclables Service Charge**	334.00	334.00
120L Waste / Recyclables Service Charge**	202.00	202.00
80L Waste / Recyclables Service Charge**	152.00	152.00
120L or 240L Green Organic Waste Service Charge**	71.00	71.00
120L or 240L Recyclables Only Service Charge**	71.00	71.00
Municipal Charge	164.00	214.00

(\*\*Note – Service Charges shown above do not include GST which applies to all service charges that are levied against non-residential or non-rural properties.)

## Appendix C: Statutory Disclosures

### 2.9 The estimated amounts to be raised for each type of charge to be levied, compared to the previous year

Type of Charge	2011/2012* \$	2012/2013 \$
240L Waste / Recyclables Service Charge	2,735,460	2,735,460
120L Waste / Recyclables Service Charge	1,482,276	1,482,276
80L Waste / Recyclables Service Charge	1,597,976	1,597,976
120L or 240L Green Organic Waste Service Charge	1,109,801	1,109,801
120L or 240L Recyclables Only Service Charge	13,987	13,987
Municipal charge	4,674,000	6,099,000
<b>Total estimated amount to be raised for levied charges</b>	<b>11,613,500</b>	<b>13,038,500</b>

(\*Note – the rates and charges for 2011/2012 have been adjusted for supplementary rates received during the year on a full year rate or **annualised** basis. (i.e. Whilst properties subjected to supplementary rates have received pro-rata rate accounts, the above rate figures are based on the income that would have been received if the accounts were for a full twelve month period))

### 2.10 The estimated total amount to be raised by rates and charges

Type of Charge	2012/2013 \$
2012/2013 Rates and Charges to be declared	56,018,660
Supplementary Rates and Adjustments (estimated)	390,000
<b>Total estimated amount</b>	<b>56,408,660</b>

### 2.11 There are no known significant changes which may affect the estimated amounts to be raised by rates and charges. However, the total amount to be raised by rates and charges may be affected by:

- The making of supplementary valuations
- The variation of returned levels of value (e.g. valuation appeals)
- Changes in use of land (e.g. rateable land becomes non-rateable land and vice versa or residential land becomes commercial land and vice versa)

## Appendix C: Statutory Disclosures

### 3. Differential Rates

#### 3.1 Rates to be levied

The rate and amount of rates payable in relation to land in each category of differential are:

- A general rate of 0.38434% (0.0038434 cents in the dollar of CIV) for all rateable Residential Improved and Unimproved Land
- A general rate of 0.38934% (0.0038934 cents in the dollar of CIV) for all rateable Farm Land
- A general rate of 0.53904% (0.0053904 cents in the dollar of CIV) for all rateable Commercial Unimproved Land
- A general rate of 1.15631% (0.0115631 cents in the dollar of CIV) for all rateable Commercial Improved 1 Land
- A general rate of 1.16896% (0.0116896 cents in the dollar of CIV) for all rateable Commercial Improved 2 Land
- A general rate of 0.90969% (0.0090969 cents in the dollar of CIV) for all rateable Commercial Improved 3 Land
- A general rate of 0.64955% (0.0064955 cents in the dollar of CIV) for all rateable Industrial Unimproved Land
- A general rate of 1.02578% (0.0102578 cents in the dollar of CIV) for all rateable Industrial Improved 1 Land
- A general rate of 1.27413% (0.0127413 cents in the dollar of CIV) for all rateable Industrial Improved 2 Land
- A general rate of 0.85844% (0.0085844 cents in the dollar of CIV) for all rateable Industrial Improved 3 Land

Each differential rate will be determined by multiplying the Capital Improved Value of rateable land (categorised by the characteristics described below) by the relevant percentages/cents in the dollar indicated above.

Council believes each differential rate will contribute to the equitable and efficient carrying out of Council functions. Details of the objectives of each differential rate, the types of classes of land which are subject to each differential rate and the uses of each differential rate are set out below.

## Appendix C: Statutory Disclosures

### RESIDENTIAL IMPROVED AND UNIMPROVED LAND

#### Objective:

To ensure that equitable contribution is obtained from general rates in respect of rateable land, as appropriate having regard to land characteristics, to the cost of carrying out the functions of Council, including the cost of:

1. Construction and maintenance of public infrastructure
2. Development and provision of health and community services
3. Provision of general support services

#### Types and Classes:

Rateable land having the relevant characteristics described below:

Any land which does not have the characteristics of:

- i) Farm Land; or
- ii) Commercial Improved 1, 2, and 3 Land; or
- iii) Commercial Unimproved Land; or
- iv) Industrial Improved 1, 2, and 3 Land; or
- v) Industrial Unimproved Land

and is:

- i) used primarily for residential purposes; or
- ii) unimproved land but which, by reason of its locality and zoning under the relevant Planning Scheme, would – if developed – be or be likely to be used primarily for residential purposes.

#### Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which the Council considers is necessary to achieve the objectives specified above.

#### Geographic Location:

Wherever located within the municipal district.

#### Use of Land:

Any use permitted under the relevant Planning Scheme.

#### Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

#### Types of Buildings:

All buildings which are now constructed on the land or which are constructed prior to the expiry of the 2012/2013 rating year.

## Appendix C: Statutory Disclosures

### FARM LAND

#### Objective:

To ensure that equitable contribution is obtained from general rates in respect of rateable land, as appropriate having regard to land characteristics, to the cost of carrying out the functions of Council, including the cost of:

1. Construction and maintenance of public infrastructure
2. Development and provision of health and community services
3. Provision of general support services

#### Types and Classes:

Rateable land having the relevant characteristics described below:

Any land which is "farm land" within the meaning of Section 2(1) of the *Valuation of Land Act 1960*.

**Farm land** means any rateable land-

- (a) that is not less than 2 hectares in area; and
- (b) that is used primarily for grazing (including agistment), dairying, pig-farming, poultry-farming, fish-farming, tree-farming, bee-keeping, viticulture, fruit-growing or the growing of crops of any kind or for any combination of those activities; and
- (c) that is used by a business-
  - (i) that has significant and substantial commercial purpose or character; and
  - (ii) that seeks to make a profit on a continues basis from its activities on the land; and
  - (iii) that is making a profit from its activities on the land, or has a reasonable prospect of making a profit from its activities on the land if it continues to operate in the way it is operating.

#### Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which the Council considers is necessary to achieve the objectives specified above.

#### Geographic Location:

Wherever located within the municipal district.

#### Use of Land:

Any use permitted under the relevant Planning Scheme.

#### Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

#### Types of Buildings:

All buildings which are now constructed on the land or which are constructed prior to the expiry of the 2012/2013 rating year.

## Appendix C: Statutory Disclosures

### COMMERCIAL IMPROVED 1 LAND

#### Objective:

To ensure that equitable contribution is obtained from general rates in respect of rateable land, as appropriate having regard to land characteristics, to the cost of carrying out the functions of Council, including the cost of:

1. Construction and maintenance of public infrastructure
2. Development and provision of health and community services
3. Provision of general support services
4. The promotion of business in urban Shepparton

#### Types and Classes:

Rateable land having the relevant characteristics described below:

Any land which does not have the characteristics of:

- i) Residential Improved or Unimproved Land; or
- ii) Farm Land; or
- iii) Commercial Improved 2 and 3 Land; or
- iv) Commercial Unimproved Land; or
- v) Industrial Improved 1, 2, and 3 Land; or
- vi) Industrial Unimproved Land

and is used primarily for, or is capable of use primarily for commercial purposes.

#### Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which the Council considers is necessary to achieve the objectives specified above.

#### Geographic Location:

Located within the urban Shepparton location bounded by –

- The Goulburn River to the west
- Wanganui Road and Ford Road to the north, but including the Goulburn Valley Highway to the Barmah-Shepparton Road
- The Shepparton Heavy Vehicle By-Pass to the east, but including Benalla Road to Davies Drive
- River Road to the south

#### Use of Land:

Any use permitted under the relevant Planning Scheme.

#### Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

#### Types of Buildings:

All buildings which are now constructed on the land or which are constructed prior to the expiry of the 2012/2013 rating year.

## Appendix C: Statutory Disclosures

### COMMERCIAL IMPROVED 2 LAND

#### Objective:

To ensure that equitable contribution is obtained from general rates in respect of rateable land, as appropriate having regard to land characteristics, to the cost of carrying out the functions of Council, including the cost of:

1. Construction and maintenance of public infrastructure
2. Development and provision of health and community services
3. Provision of general support services

#### Types and Classes:

Rateable land with a Capital Improved Value of \$500,000 or more and having the relevant characteristics described below:

Any land which does not have the characteristics of:

- i) Residential Improved or Unimproved Land; or
- ii) Farm Land; or
- iii) Commercial Improved 1 and 3 Land; or
- iv) Commercial Unimproved Land; or
- v) Industrial Improved 1, 2, and 3 Land; or
- vi) Industrial Unimproved Land

and is used primarily for, or is capable of use primarily for commercial purposes.

#### Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which the Council considers is necessary to achieve the objectives specified above.

#### Geographic Location:

Located outside the urban Shepparton location bounded by –

- The Goulburn River to the west
- Wanganui Road and Ford Road to the north, but including the Goulburn Valley Highway to the Barmah-Shepparton Road
- The Shepparton Heavy Vehicle By-Pass to the east, but including Benalla Road to Davies Drive
- River Road to the south

#### Use of Land:

Any use permitted under the relevant Planning Scheme.

#### Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

#### Types of Buildings:

All buildings which are now constructed on the land or which are constructed prior to the expiry of the 2012/2013 rating year.



## Appendix C: Statutory Disclosures

### COMMERCIAL IMPROVED 3 LAND

#### Objective:

To ensure that equitable contribution is obtained from general rates in respect of rateable land, as appropriate having regard to land characteristics, to the cost of carrying out the functions of Council, including the cost of:

1. Construction and maintenance of public infrastructure
2. Development and provision of health and community services
3. Provision of general support services

#### Types and Classes:

Rateable land with a Capital Improved Value of less than \$500,000 and having the relevant characteristics described below:

Any land which does not have the characteristics of:

- i) Residential Improved or Unimproved Land; or
- ii) Farm Land; or
- iii) Commercial Improved 1 and 2 Land; or
- iv) Commercial Unimproved Land; or
- v) Industrial Improved 1, 2, and 3 Land; or
- vi) Industrial Unimproved Land

and is used primarily for, or is capable of use primarily for commercial purposes.

#### Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which the Council considers is necessary to achieve the objectives specified above.

#### Geographic Location:

Located outside the urban Shepparton location bounded by –

- The Goulburn River to the west
- Wanganui Road and Ford Road to the north, but including the Goulburn Valley Highway to the Barmah-Shepparton Road
- The Shepparton Heavy Vehicle By-Pass to the east, but including Benalla Road to Davies Drive
- River Road to the south

#### Use of Land:

Any use permitted under the relevant Planning Scheme.

#### Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

#### Types of Buildings:

All buildings which are now constructed on the land or which are constructed prior to the expiry of the 2012/2013 rating year.

## Appendix C: Statutory Disclosures

### COMMERCIAL UNIMPROVED LAND

#### Objective:

To ensure that equitable contribution is obtained from general rates in respect of rateable land, as appropriate having regard to land characteristics, to the cost of carrying out the functions of Council, including the cost of:

1. Construction and maintenance of public infrastructure
2. Development and provision of health and community services
3. Provision of general support services

#### Types and Classes:

Rateable land having the relevant characteristics described below:

Any land which does not have the characteristics of:

- i) Residential Improved or Unimproved Land; or
- ii) Farm Land; or
- iii) Commercial Improved 1, 2 and 3 Land; or
- iv) Industrial Improved 1, 2, and 3 Land; or
- v) Industrial Unimproved Land

and is unimproved land but which, by reason of its locality and zoning under the relevant Planning Scheme, would – if developed – be or be likely to be used primarily for the sale of goods or services or other commercial purposes.

#### Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which the Council considers is necessary to achieve the objectives specified above.

#### Geographic Location:

Wherever located within the municipal district.

#### Use of Land:

Any use permitted under the relevant Planning Scheme.

#### Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

#### Types of Buildings:

This category applies to an unimproved class of land only.

## Appendix C: Statutory Disclosures

### INDUSTRIAL IMPROVED 1 LAND

#### Objective:

To ensure that equitable contribution is obtained from general rates in respect of rateable land, as appropriate having regard to land characteristics, to the cost of carrying out the functions of Council, including the cost of:

1. Construction and maintenance of public infrastructure
2. Development and provision of health and community services
3. Provision of general support services
4. The promotion of business in urban Shepparton

#### Types and Classes:

Rateable land having the relevant characteristics described below:

Any land which does not have the characteristics of:

- i) Residential Improved or Unimproved Land; or
- ii) Farm Land; or
- iii) Commercial Improved 1, 2 and 3 Land; or
- iv) Commercial Unimproved Land; or
- v) Industrial Improved 2 and 3 Land; or
- vi) Industrial Unimproved Land

and is used primarily for, or is capable of use primarily for industrial purposes.

#### Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which the Council considers is necessary to achieve the objectives specified above.

#### Geographic Location:

Located within the urban Shepparton location bounded by –

- The Goulburn River to the west
- Wanganui Road and Ford Road to the north, but including the Goulburn Valley Highway to the Barmah-Shepparton Road
- The Shepparton Heavy Vehicle By-Pass to the east, but including Benalla Road to Davies Drive
- River Road to the south

#### Use of Land:

Any use permitted under the relevant Planning Scheme.

#### Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

#### Types of Buildings:

All buildings which are now constructed on the land or which are constructed prior to the expiry of the 2012/2013 rating year.

## Appendix C: Statutory Disclosures

### INDUSTRIAL IMPROVED 2 LAND

#### Objective:

To ensure that equitable contribution is obtained from general rates in respect of rateable land, as appropriate having regard to land characteristics, to the cost of carrying out the functions of Council, including the cost of:

1. Construction and maintenance of public infrastructure
2. Development and provision of health and community services
3. Provision of general support services

#### Types and Classes:

Rateable land with a Capital Improved Value of \$500,000 or more and having the relevant characteristics described below:

Any land which does not have the characteristics of:

- i) Residential Improved or Unimproved Land; or
- ii) Farm Land; or
- iii) Commercial Improved 1, 2 and 3 Land; or
- iv) Commercial Unimproved Land; or
- v) Industrial Improved 1 and 3 Land; or
- vi) Industrial Unimproved Land

and is used primarily for, or is capable of use primarily for industrial purposes.

#### Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which the Council considers is necessary to achieve the objectives specified above.

#### Geographic Location:

Located outside the urban Shepparton location bounded by –

- The Goulburn River to the west
- Wanganui Road and Ford Road to the north, but including the Goulburn Valley Highway to the Barmah-Shepparton Road
- The Shepparton Heavy Vehicle By-Pass to the east, but including Benalla Road to Davies Drive
- River Road to the south

#### Use of Land:

Any use permitted under the relevant Planning Scheme.

#### Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

#### Types of Buildings:

All buildings which are now constructed on the land or which are constructed prior to the expiry of the 2012/2013 rating year.

## Appendix C: Statutory Disclosures

### INDUSTRIAL IMPROVED 3 LAND

#### Objective:

To ensure that equitable contribution is obtained from general rates in respect of rateable land, as appropriate having regard to land characteristics, to the cost of carrying out the functions of Council, including the cost of:

1. Construction and maintenance of public infrastructure
2. Development and provision of health and community services
3. Provision of general support services

#### Types and Classes:

Rateable land with a Capital Improved Value of less than \$500,000 and having the relevant characteristics described below:

Any land which does not have the characteristics of:

- i) Residential Improved or Unimproved Land; or
- ii) Farm Land; or
- iii) Commercial Improved 1, 2 and 3 Land; or
- iv) Commercial Unimproved Land; or
- v) Industrial Improved 1 and 2 Land; or
- vi) Industrial Unimproved Land

and is used primarily for, or is capable of use primarily for industrial purposes.

#### Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which the Council considers is necessary to achieve the objectives specified above.

#### Geographic Location:

Located outside the urban Shepparton location bounded by –

- The Goulburn River to the west
- Wanganui Road and Ford Road to the north, but including the Goulburn Valley Highway to the Barmah-Shepparton Road
- The Shepparton Heavy Vehicle By-Pass to the east, but including Benalla Road to Davies Drive
- River Road to the south

#### Use of Land:

Any use permitted under the relevant Planning Scheme.

#### Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

#### Types of Buildings:

All buildings which are now constructed on the land or which are constructed prior to the expiry of the 2012/2013 rating year.

## Appendix C: Statutory Disclosures

### INDUSTRIAL UNIMPROVED LAND

#### Objective:

To ensure that equitable contribution is obtained from general rates in respect of rateable land, as appropriate having regard to land characteristics, to the cost of carrying out the functions of Council, including the cost of:

1. Construction and maintenance of public infrastructure
2. Development and provision of health and community services
3. Provision of general support services

#### Types and Classes:

Rateable land having the relevant characteristics described below:

Any land which does not have the characteristics of:

- i) Residential Improved or Unimproved Land; or
- ii) Farm Land; or
- iii) Commercial Improved 1, 2 and 3 Land; or
- iv) Commercial Unimproved Land; or
- v) Industrial Improved 1, 2, and 3 Land

and is unimproved land but which, by reason of its locality and zoning under the relevant Planning Scheme, would – if developed – be or be likely to be used primarily for industrial purposes.

#### Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which the Council considers is necessary to achieve the objectives specified above.

#### Geographic Location:

Wherever located within the municipal district.

#### Use of Land:

Any use permitted under the relevant Planning Scheme.

#### Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

#### Types of Buildings:

This category applies to an unimproved class of land only.

## Appendix D: Capital Works Program

Program Area	Project Title	Externally Funded	Internally Funded	Total Project Cost
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### 1. New Capital Works

#### Buildings - NEW

Operations Centre	Operations centre plant shed		55,000	55,000
Recreation and Parks	Shepparton showgrounds multipurpose pavilion work designs		63,600	63,600
Recreation and Parks	Katandra West Hall Consultation		10,000	10,000

#### Buildings - RENEWAL

Public Buildings	Public Halls renewal works		30,000	30,000
Arts and Culture	Eastbank Kitchen renewal works		13,000	13,000
Public Buildings	Building renewal program		951,000	951,000
Aged and Children's Services	Preschool environmental works	20,000	22,000	42,000
Recreation and Parks	Public toilets renewal program		40,000	40,000
Public Buildings	Leased out building renewal		30,000	30,000
Public Buildings	Tallygaroopna Scout Hall		20,000	20,000
Public Buildings	Eastbank building renewal		75,000	75,000

#### Buildings - UPGRADE

Recreation and Parks	Vibert Reserve pavilion development		300,000	300,000
Recreation and Parks	Shepparton stadium works		30,000	30,000
Aquatic Facilities	Aquamoves utility management upgrade		355,000	355,000

<b>TOTAL BUILDING CAPITAL WORKS</b>		<b>20,000</b>	<b>1,994,600</b>	<b>2,014,600</b>
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#### Drainage - NEW

Development Facilities	Kialla Green staged developments		85,000	85,000
Development Facilities	Mooroopna West flood mitigation works		467,000	467,000
Development Facilities	Building Better Regional Cities flood mitigation works	1,810,666		1,810,666
Freight Logistics Centre	Drainage easement		60,000	60,000

#### Drainage - RENEWAL

Drainage	Urban drainage renewal works		730,000	730,000
Drainage	Rural drainage renewal works		331,000	331,000
Recreation and Parks	Central Park waste treatment renewal		150,000	150,000

## Appendix D: Capital Works Program

Program Area	Project Title	Externally Funded	Internally Funded	Total Project Cost
<b>Drainage - UPGRADE</b>				
Drainage	Tatura Undera road culvert works		220,000	220,000
Drainage	Tatura Park stage 2 drainage works		24,000	24,000
Drainage	Tatura Park stables drainage		76,000	76,000
Drainage	Tatura Park stage 2 drainage works		107,000	107,000
Recreation and Parks	Shepparton showgrounds drainage works		50,000	50,000
<b>TOTAL DRAINAGE CAPITAL WORKS</b>		<b>1,810,666</b>	<b>2,300,000</b>	<b>4,110,666</b>

<b>Open Space - NEW</b>				
Recreation and Parks	Christmas Decorations		72,690	72,690
Recreation and Parks	Archer Street landscaping		60,000	60,000

<b>Open Space - RENEWAL</b>				
Recreation and Parks	Playground renewals		40,000	40,000
Recreation and Parks	Roundabout landscaping program		50,000	50,000
Recreation and Parks	Small town entry program		35,000	35,000
Recreation and Parks	Major street tree replacement program		25,000	25,000
Recreation and Parks	Major Shepparton Entrances landscaping works		100,000	100,000
Plant and Equipment	Outdoor furniture and signage		272,000	272,000
Recreation and Parks	Ferrari Park Playground		50,000	50,000

<b>Open Space - UPGRADE</b>				
Recreation and Parks	Australian Botanic Gardens Shepparton		50,000	50,000
Public Open Space	Kidstown access audit projects		10,000	10,000
Recreation and Parks	Tom Collins Drive – western wall protection works		150,000	150,000
<b>TOTAL OPEN SPACE CAPITAL WORKS</b>		<b>0</b>	<b>914,690</b>	<b>914,690</b>

<b>Other - NEW</b>				
Recreation and Parks	Safety Strategy - CCVT	250,000		250,000
Development Facilities	Land purchase Rumbalara		125,000	125,000

<b>Other - RENEWAL</b>				
Aerodrome	Aerodrome renewal works		17,000	17,000
Saleyards	Saleyards asset renewal program		161,960	161,960
Arts and Culture	Artwork acquisitions		15,450	15,450



## Appendix D: Capital Works Program

Program Area	Project Title	Externally Funded	Internally Funded	Total Project Cost
<b>Other - UPGRADE</b>				
Saleyards	Saleyards Improvements		260,400	260,400
Arts and Culture	Artwork acquisitions	35,000	15,450	50,450
<b>TOTAL OTHER CAPITAL WORKS</b>		<b>285,000</b>	<b>595,260</b>	<b>880,260</b>

<b>Plant and Equipment - NEW</b>				
Plant and Equipment	Plant Purchases - new		400,000	400,000
Local Roads	Bus shelters urban		40,000	40,000
Plant and Equipment	Information Technology Projects		45,850	45,850
Aquatic Facilities	Aquamoves bike lockers		20,000	20,000

<b>Plant and Equipment - RENEWAL</b>				
Parking Management	Parking Meter renewal program		120,000	120,000
Plant and Equipment	Furniture and equipment renewal		119,000	119,000
Plant and Equipment	Plant Purchases - renewals	300,000	1,300,000	1,600,000
Plant and Equipment	Information Technology Projects		625,000	625,000

<b>Plant and Equipment - UPGRADE</b>				
Plant and Equipment	Information Technology Projects		122,000	122,000
<b>TOTAL PLANT AND EQUIPMENT CAPITAL WORKS</b>		<b>300,000</b>	<b>2,791,850</b>	<b>3,091,850</b>

<b>Recreation - NEW</b>				
Recreation and Parks	Sporting future program		120,000	120,000

<b>Recreation – RENEWAL</b>				
Aquatic Facilities	Aquamoves capital replacement program		10,000	10,000
Aquatic Facilities	Aquamoves cardio equipment		20,000	20,000
Recreation and Parks	Indoor Sports Facilities asset management		20,000	20,000
Aquatic Facilities	Rural pools capital program		30,000	30,000
Recreation and Parks	Court surface management program		15,000	15,000
Recreation and Parks	Tatura Stadium court resurfacing		15,000	15,000
Recreation and Parks	Victoria Park – Shelter and BBQ renewals		180,000	180,000
Recreation and Parks	Irrigation systems renewal program		70,000	70,000
Recreation and Parks	Shepparton sports precinct irrigation renewal works		50,000	50,000

## Appendix D: Capital Works Program

Program Area	Project Title	Externally Funded	Internally Funded	Total Project Cost
<b>Recreation – RENEWAL cont...</b>				
Recreation and Parks	Park amenity renewal		60,000	60,000
Recreation and Parks	Regional netball complex	160,000	210,000	370,000
Recreation and Parks	Sports pavilions renewals		50,000	50,000
Recreation and Parks	Sports amenity renewals		40,000	40,000
Recreation and Parks	Aquamoves, stadiums, Kidstown renewal works		250,000	250,000
<b>Recreation - UPGRADE</b>				
Public Open Space	Kidstown annual capital works contribution		20,000	20,000
Public Open Space	Kidstown master plan upgrade		30,000	30,000
Recreation and Parks	Shepparton Showgrounds grassed area works		335,000	335,000
Recreation and Parks	Premier soccer facility		1,100,000	1,100,000
<b>TOTAL RECREATION CAPITAL WORKS</b>		<b>160,000</b>	<b>2,625,000</b>	<b>2,785,000</b>

<b>Roads - NEW</b>				
Local Roads	Shared path		50,000	50,000
Development Facilities	Northlinks staged developments		150,000	150,000
Development Facilities	Seven Creeks Estate developments		57,000	57,000
Development Facilities	Boulevard Development		318,569	318,569
Development Facilities	Raftery road footpath works		160,000	160,000
Development Facilities	Connolly Estate development works		545,000	545,000
Development Facilities	Kialla Lakes Bridge works		159,000	159,000
Development Facilities	Mooroopna West Midland Hwy continuation		298,000	298,000
Local Roads	Welsford St zebra crossing		51,000	51,000
Local Roads	Watt Rd bridge report		50,000	50,000
Local Roads	Accessible parking bay install		25,000	25,000
Local Roads	Waverley Avenue pedestrian railway maze	64,000		64,000
Development Facilities	DCP works funding		200,000	200,000
Development Services	CBD Strategy works		20,000	20,000

## Appendix D: Capital Works Program

Program Area	Project Title	Externally Funded	Internally Funded	Total Project Cost
<b>Roads - RENEWAL</b>				
Parking Management	Carpark renewal		90,800	90,800
Recreation and Parks	Tree planting program		109,400	109,400
Local Roads	Local Roads Final Seals		220,000	220,000
Local Roads	Roads for renewal program		2,566,637	2,566,637
Local Roads	RR Asphalt Overlay	300,000		300,000
Local Roads	RR Bridge Replacement	100,000	10,000	110,000
Local Roads	RR Pavement Rehabilitation	453,000		453,000
Local Roads	RR Rural Reseals	350,000		350,000
Local Roads	RR Urban Reseals	250,000		250,000
Local Roads	Asset Preservation rural reseals		680,000	680,000
Local Roads	Asset Preservation urban reseals		430,000	430,000
Local Roads	Asset Preservation asphalt overlay		500,000	500,000
Local Roads	Asset Preservation gravel resheeting		1,886,000	1,886,000
Local Roads	Asset Preservation kerb and channel		584,000	584,000
Local Roads	Asset Preservation footpath works		640,000	640,000
<b>Roads - UPGRADE</b>				
Local Roads	Pedestrian facilities retrofit to meet DDA requirements		15,000	15,000
Local Roads	Street beautification footpath works	60,000	220,000	280,000
Local Roads	Safe Routes to School		10,000	10,000
Local Roads	Rural intersection upgrade works		25,500	25,500
Local Roads	Auslink blackspot projects	59,000		59,000
Local Roads	Balaclava Rd bicycle lanes	39,000		39,000
Local Roads	Street lighting install		88,500	88,500
Local Roads	Shepparton East duplication works		100,000	100,000
Local Roads	Street lighting retrofit	95,000	95,000	190,000
Local Roads	Traffic management devices		40,000	40,000
Local Roads	Watt Rd safety/flooding investigation		50,000	50,000
Local Roads	Vaughan St precinct bus interchange plans		73,000	73,000
Local Roads	Archer Street flood investigation		25,000	25,000
Local Roads	Kialla Lakes Drive and Archer Street turning lane		77,000	77,000
<b>TOTAL ROADS CAPITAL WORKS</b>		<b>1,770,000</b>	<b>10,619,406</b>	<b>12,389,406</b>

## Appendix D: Capital Works Program

Program Area	Project Title	Externally Funded	Internally Funded	Total Project Cost
<b>Waste Management - NEW</b>				
Waste Management	Cosgrove land development		90,000	90,000
Waste Management	Purchase of new kerbside waste bins		175,000	175,000
Waste Management	Cosgrove 3 construction planning		10,000	10,000
Waste Management	Cosgrove Landfill 2 Cell 4 construction		80,000	80,000
Waste Management	Cosgrove Landfill 2 Cell 3 cap		300,000	300,000
<b>Waste Management - RENEWAL</b>				
Waste Management	Shepparton Transfer Station major redevelopment		458,500	458,500
<b>Waste Management - UPGRADE</b>				
Waste Management	Minor works Shepparton Transfer Station		24,000	24,000
Waste Management	Shepparton Transfer Station major redevelopment		1,241,500	1,241,500
<b>TOTAL WASTE MANAGEMENT CAPITAL WORKS</b>		<b>0</b>	<b>2,379,000</b>	<b>2,379,000</b>
<b>TOTAL NEW WORKS FOR 2012/2013</b>		<b>4,345,666</b>	<b>24,219,806</b>	<b>28,565,472</b>

## Appendix D: Capital Works Program

Program Area	Project Title	Externally Funded	Internally Funded	Total Project Cost
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### 2. Carried Forward Capital Works

Recreation - NEW				
Recreation and Parks	Sporting future program		50,000	50,000

Recreation - NEW				
Recreation and Parks	Stuart Reserve		90,000	90,000
<b>TOTAL RECREATION CARRIED FORWARD</b>		<b>0</b>	<b>140,000</b>	<b>140,000</b>

Buildings - NEW				
Development Services	Shepparton Showgrounds Redevelopment		20,000	20,000

Buildings - RENEWAL				
Children's Services	Preschool environmental works		40,000	40,000
Recreation and Parks	Kidstown miniature train renewal		29,000	29,000
Children's Services	Isobel Pearce Extension		154,000	154,000
Aged and Disability Services	Senior Citizens Upgrade		153,000	153,000

Buildings - UPGRADE				
Recreation and Parks	Vibert Reserve Community Recreation Reserve Pavilion Development		265,000	265,000
<b>TOTAL BUILDINGS CARRIED FORWARD</b>		<b>0</b>	<b>661,000</b>	<b>661,000</b>

Drainage - UPGRADE				
Environmental Management	Tatura Flood Mitigation		48,000	48,000
<b>TOTAL DRAINAGE CARRIED FORWARD</b>		<b>0</b>	<b>48,000</b>	<b>48,000</b>

Open Space - NEW				
Development Services	The Channels Estate		67,000	67,000
Development Services	Aquamoves Emergency System		20,000	20,000

Open Space - RENEWAL				
Recreation and Parks	Playground renewals		13,000	13,000
Recreation and Parks	Australian Botanical Gardens		22,000	22,000
Recreation and Parks	Town Entry Program		32,000	32,000
Recreation and Parks	Tree Renewal – Major Streets		29,000	29,000
Recreation and Parks	Shepparton Town Entries		165,000	165,000
Recreation and Parks	Victoria Park – Aquamoves landscaping		96,000	96,000
<b>TOTAL OPEN SPACE CARRIED FORWARD</b>		<b>0</b>	<b>444,000</b>	<b>444,000</b>

## Appendix D: Capital Works Program

Program Area	Project Title	Externally Funded	Internally Funded	Total Project Cost
<b>Other - NEW</b>				
Development Services	GV Fright Hub Stage 1		320,000	320,000
Local Roads	Safety Strategy	186,000		186,000
Arts and Culture	Artwork Acquisition		10,000	10,000
Development Services	Land Purchases		330,000	330,000
<b>TOTAL OTHER CARRIED FORWARD</b>		<b>186,000</b>	<b>660,000</b>	<b>846,000</b>
<b>Roads - NEW</b>				
Local Roads	Kialla Lakes Bridge Design		39,000	39,000
Development Services	Hassett Street		46,000	46,000
Development Facilities	North Corridor DCP – Collector Road Widening		20,000	20,000
<b>Roads - RENEWAL</b>				
Local Roads	Raftery Road Reconstruction		284,000	284,000
<b>TOTAL ROADS CARRIED FORWARD</b>		<b>0</b>	<b>389,000</b>	<b>389,000</b>
<b>Waste Management – NEW</b>				
Waste Management	Cosgrove 3 Purchase		106,000	106,000
Waste Management	Cosgrove Landfill 2		60,000	60,000
<b>Waste Management - UPGRADE</b>				
Waste Management	Minor Development Shepparton Transfer Station		113,000	113,000
<b>TOTAL WASTE MANAGEMENT CARRIED FORWARD</b>		<b>0</b>	<b>279,000</b>	<b>279,000</b>
<b>TOTAL CARRIED FORWARD WORKS FROM 2011/2012</b>		<b>186,000</b>	<b>2,621,000</b>	<b>2,807,000</b>

### 3. Summary

Program Area	Project Title	Externally Funded	Internally Funded	Total Project Cost
Asset - Renewal		1,933,000	15,729,747	17,662,747
Asset - New		2,310,666	4,809,859	7,120,525
Asset - Upgrade		288,000	6,271,200	6,559,200
<b>TOTAL CAPITAL WORKS PROGRAM</b>		<b>4,531,666</b>	<b>26,840,806</b>	<b>31,372,472</b>

## Appendix D: Capital Works Program

### Capital Grants and Contributions Income

Program Area	Project Title	Income
Ages and Children's' Services	Preschool environmental works	20,000
Arts and Culture	Artwork Acquisitions	35,000
Development Facilities	Essex Downs Subdivision	17,700
Development Facilities	Golf Drive Drainage	90,100
Development Facilities	Lifestyle Villages	13,700
Development Facilities	Malboro Drive – Intersection	5,500
Development Facilities	Malboro Drive – Marlboro upgrade	11,500
Development Facilities	Malboro Drive – Shared drainage	18,000
Development Facilities	Golf Drive to Wheeler Road	66,000
Development Facilities	Kialla Green	8,000
Development Facilities	Boulevard Development	120,000
Development Facilities	Building Better Regional Cities	2,000,000
Development Facilities	The Grove Land Sales	20,000
Development Facilities	Seven Creeks Estate	80,000
Development Facilities	Malboro Drive – Shared drainage	18,000
Development Facilities	Malboro Drive – Shared path	6,100
Development Facilities	Malboro Drive – Wetland & basin	16,000
Development Facilities	Mooroopna West DCP – Flood Mitigation Works	267,000
Development Facilities	Mooroopna West DCP – Intersection Midland Highway traffic lights	12,800
Development Facilities	Mooroopna West DCP – Bicycle pathways	30,300
Development Facilities	Mooroopna West DCP – Community Centre	78,300
Development Facilities	Mooroopna West DCP – Culvert6s and Link Road	109,000
Development Facilities	Mooroopna West DCP – Floodway crossing North-South Collector Road	52,400
Development Facilities	Mooroopna West DCP – Intersection MacIsaac Road lights	32,300
Development Facilities	Mooroopna West DCP – Playgrounds	8,000
Development Facilities	Northside Estate Stage 1	124,000
Development Facilities	Windsor Park Estate	34,000
Local Roads	Auslink blackspot projects	59,000
Local Roads	Balaclava Rd bicycle lanes	39,000
Local Roads	Street beautification footpath works	60,000
Local Roads	Street lighting retrofit	95,000
Local Roads	Waverley Avenue pedestrian railway maze	64,000
Local Roads	RR Asphalt Overlay	300,000
Local Roads	RR Bridge Replacement	100,000
Local Roads	RR Pavement Rehabilitation	453,000
Local Roads	RR Rural Reseals	350,000
Local Roads	RR Urban Seals	250,000
Public Buildings	Tallygaroopna Scout Hall	1,000
Recreation and Parks	Regional Netball Complex	160,000
Recreation and Parks	Safety Strategy – CCTV	250,000
<b>TOTAL CAPITAL INCOME</b>		<b>5,474,700</b>
<b>Plus contributions</b>		<b>3,000,000</b>
<b>Plus Proceeds from sale of assets</b>		<b>345,000</b>
<b>TOTAL NON-OPERATING INCOME &amp; EXPENDITURE (EXCLUDING ASSETS SOLD)</b>		<b>8,819,700</b>

## Appendix F: Key Strategic Activities

This appendix presents a number of key strategic activities (KSAs) to be undertaken during the 2012/2013 year and performance targets and measures in relation to these.

Key Strategic Activity	Performance Measure	How Data is Reported	Target Date
<b>Settlement and Housing</b>			
Encourage innovative, appropriate, sustainable and affordable housing solution.	Implement recommendations from the Council's adopted Housing Strategy.	Develop an implementation plan/work program addressing short and medium term recommendations and provide an update report to Council.	June 2013
Encourage sustainable municipal growth and development.	Complete Structure plans for growth areas, including Developer Contribution Plans.	1. Complete North East and South East Growth Corridor structure plans and DCPs and present to Council for endorsement.	June 2013
		2. Commence Shepparton East interface investigation.	June 2013
Revitalise and promote the Shepparton CBD as the region's premier retail and entertainment destination.	Develop a process whereby developers are encouraged to acknowledge Aboriginal heritage and presence in urban design to enhance the visual appeal of the CBD.	Develop and present to Council a report which:  1. Develop guidelines to encourage local Aboriginal community advice being sought in Aboriginal culture design as part of future developments; and  2. Include Aboriginal heritage the PSP and DCP developmental processes.	June 2013
Provide affordable and sustainable community infrastructure.	Develop a joint funding model for a Katandra Community Centre and pursue funding.	Complete the Katandra West Community Plan to establish the priority of the Community Centre. Present to Council for endorsement.	Sept 2012



## Appendix F: Key Strategic Activities

Key Strategic Activity	Performance Measure	How Data is Reported	Target Date
<b>Community Life</b>			
Develop and pursue strategies to improve community health and wellbeing	Get Moving Greater Shepparton. In partnership with the Federal Government and key community agencies and Melbourne based sports clubs deliver a series of programs that encourage improved health and well-being focusing on physical education, nutrition and on-going capacity building.	Government Reporting Framework	June 2013
Embrace and strengthen cultural harmony and diversity.	Implement Year 1 Actions from the Adopted Cultural Diversity Strategy, to progress and enhance Councils reputation for cultural harmony and inclusiveness.	Report to Council	June 2013
Provide affordable and sustainable community services.	Undertake a comprehensive community engagement process to determine levels of service across the organisation Departments to inform the development of service plans that align with community expectations in relationship to cost and quality of service delivery.	Organisational Service Plans completed.	Dec 2012
Increase education and learning opportunities for our community.	Continue to work with education providers to increase the range of locally available education options and promote lifelong learning.	Report to Council on the progress of the implementation of Tertiary Education Strategy.	March 2013

## Appendix F: Key Strategic Activities

Key Strategic Activity	Performance Measure	How Data is Reported	Target Date
<b>Community Life (continued)</b>			
Value Arts and Culture as an integral part of a dynamic community.	Deliver a major international exhibition of Japanese prints in partnership with the Museum of Fine Arts, Boston.	Report to Council on visitor numbers/ticket sales, workshop attendance, education program attendance and visitor survey responses.	May 2013
	Deliver an expansive public and education program alongside the exhibition focusing on Japanese cultural history and designed around current Victorian education curricula.		
Revitalise and promote the Shepparton CBD as the region's premier retail and entertainment destination.	Continue implementation of CBD Strategy recommendations with a priority on CBD Parking.	1. Report to Council to adopt a Shepparton Retail Strategy.	Feb 2013
		2. CBD Issues and Options Paper report to Council.	Feb 2013
		3. Commence implementation of recommendations from the Victoria Park Issues and Options Paper, within budget provisions.	Feb 2013
		4. Publish an updated Shepparton CBD Parking Map.	Dec 2012
		5. Seek authorization from the Minister for Planning for an amendment to the Cash in lieu of car parking rate – report to Council.	May 2013
		6. Installation of new parking and wayfinding signage in the CBD.	June 2013

## Appendix F: Key Strategic Activities

Key Strategic Activity	Performance Measure	How Data is Reported	Target Date
<b>Environment</b>			
Promote and demonstrate environmental sustainability.	Promote and support community solar projects.	Commence the installation of environmental utility management improvements at Aquamoves including Report to Council.	June 2013
Promote and demonstrate environmental sustainability.	Adopt an Environment and Sustainability Strategy.	Report to Council	Dec 2012
Community Life.	Review of Domestic Animal Management Plan	Review completed December 2012 and report to Council in January 2013.	Jan 2013

## Appendix F: Key Strategic Activities

Key Strategic Activity	Performance Measure	How Data is Reported	Target Date
<b>Council Organisation and Management</b>			
Ensure Council compliance with statutory obligations.	Conduct Council general election.	New councilors elected and sworn in.	Nov 2012
Responsible management of resources.	Achievement of the operating result within 10% of the budgeted result excluding extraordinary items and depreciation.	Financial Statements.	July 2013
Working capital ratio.	Current assets to current liabilities 1.6:1	Financial Statements.	July 2013
Rates, fees and charges outstanding.	3% outstanding at 30 June 2013.	Financial Statements.	July 2013
Development of an improved Strategic Resource Plan.	Completion of condition based assessment plans.	Report to council.	Dec 2013
Responsible management of resources.	Achievement of 90% of the Capital Works Program for 2012/2013, excluding developer contribution plan expectations.	Financial Statements.	July 2013
Organisational Scan	Implementation of the recommendations from the organisational scan.	Report to Council.	June 2013

## Appendix F: Key Strategic Activities

Key Strategic Activity	Performance Measure	How Data is Reported	Target Date
<b>Infrastructure</b>			
Redevelop the Victoria Park precinct.	Delivery of a new park adjacent to the all abilities playground, bollarding and parking improvements on the West side of the lake and playground and barbeque shelter improvements on the East side of the lake.	Completion of these various components by 30/6/2013.	June 2013
Develop a range of active and passive recreational facilities at the former Kialla landfill site.	Identify and Plan for pedestrian access to the site.	Priority access routes identified scoped and costed with funding sought by 30/6/2013.	June 2013
Pursue construction of major highway entrances to Shepparton and Mooroopna.	Work with the community and Vic Roads to ensure the delivery of the Midland Hwy duplication between Florence St and Doyles Rd.	Landscaping, pedestrian and cycle access and service rd issues resolved and construction underway during 12/13.	June 2013
Undertake beautification works for the main streets and entrances to urban areas and townships.	Continue the program of small town entry landscaping and signage works.	Renew the Murchison Town entry signs.	June 2013
	Work with Vic Roads to develop a landscaping strategy for Numurkah Rd Shepparton.	Complete the Numurkah Rd landscaping North of Balaclava Rd.	June 2013
Provide affordable and sustainable community infrastructure.	Complete a review of public toilet infrastructure.	Report to Council on the priority strategic program for public toilets.	June 2013
	Establish a set of service standards for rural roads.	Service plans produced and service levels developed in consultation with the community for road assets.	June 2013

## Appendix F: Schedule of Fees and Charges

### Discretionary Fees and Charges (Fees and Charges set by Council)

Description of Fees and Charges	GST Y/N	2011/2012 Adopted Fees incl. GST	2012/2013 Fees incl. GST
<b>AERODROME</b>			
<i>Hangar Sites</i>			
Hangar Site Development	Y	\$3,740.00	\$3,960.00
Rental - Commercial	Y	\$1,836.90	\$1,964.39
Landing Fees - Ambulance	Y	\$5,940.00	\$6,160.00
Landing Fees - Stewart Aviation	Y	\$11,880.00	\$12,320.00
Special Event Fee (per event)	Y	\$2,420.00	\$2,420.00
Rental - Northern Hangars (sealed apron)	Y	\$1,900.40	\$2,046.14
Rental - Southern Hangars (unsealed apron)	Y	\$1,530.70	\$1,563.43
Tie Down Fees	Y	\$291.50	\$302.50
Infrastructure Charge (per square metre)	Y	\$1.10	\$1.58
<b>AGED and DISABILITY SERVICES</b>			
<i>Shepparton Senior Citizen's Centre Hire</i>			
<i>Older Persons</i>			
Half Day	Y	\$25.00	\$26.00
Full Day	Y	\$36.20	\$37.30
<i>Community</i>			
Half Day	Y	\$59.80	\$61.60
Full Day	Y	\$90.50	\$93.50
<i>Meals On Wheels</i>			
Full Cost Recovery	Y	\$19.25	\$20.00
<i>Planned Activity Group</i>			
Full Cost Recovery	N	\$65.50	\$68.10
<b>ANIMALS</b>			
<i>Dog Registration Fees - Effective 10 April 2013</i>			
Standard fee - Normal	N	\$116.00	\$120.00
Standard fee - Pensioner	N	\$58.00	\$60.00
Reduced fee if one of the following apply * Desexed * 10 years of age or over * Permanently identified in the prescribed manner (e.g. microchip) * Kept for working stock (rural) * Registered with the Victorian Canine Association * Kept for breeding by the proprietor of a domestic animal business	N	\$39.00	\$40.00
Reduced fee - Pensioner	N	\$19.50	\$20.00
<i>Cat Registration Fees - Effective 10 April 2013</i>			
Standard Fee - Normal	N	\$116.00	\$0.00
Standard fee - Pensioner	N	\$58.00	\$0.00

\*\* Some fees and charges listed in this schedule may be varied subject to commercial agreements

## Appendix F: Schedule of Fees and Charges

Description of Fees and Charges	GST Y/N	2011/2012 Adopted Fees incl. GST	2012/2013 Fees incl. GST
Reduced fee if one of the following apply * Desexed * 10 years of age or over * Permanently identified in the prescribed manner (e.g. microchip) * Registered with the Feline Control Council * Kept for breeding by the proprietor of a domestic animal business	N	\$39.00	\$40.00
Reduced fee - Pensioner	N	\$19.50	\$20.00
<b>Cat Cages</b>			
Deposit (Refundable)	N	\$20.00	\$20.00
Hire (per week)	Y	\$12.00	\$12.00
<b>Pound Fees</b>			
<b>Release Fee</b>			
Registered Animal	Y	\$70.00	\$72.00
<b>Fee Per Day</b>			
Registered Animal	Y	\$20.00	\$20.00
<b>Other Fees</b>			
Transfer of animal registration from another Council	Y	\$5.00	\$5.00
Replacement Tag	Y	\$4.00	\$4.50
Rehouse Dogs	Y	\$280.00	\$290.00
Rehouse Cats	Y	\$237.00	\$245.00
Euthanasia fee	Y	\$47.00	\$50.00
Release Livestock (per 5 head)	Y	\$250.00	\$260.00
Sustenance Fee (per head)	Y	\$23.00	\$25.00
Transport of livestock (per trip)	Y	Cost + Mgn + GST	Cost + Mgn + GST
Dangerous Dog Signs	Y	Cost + Mgn + GST	Cost + Mgn + GST
Restricted Breed Sign (purchase)	Y	Cost + Mgn + GST	Cost + Mgn + GST
Dangerous Dog Collars Purchase - Large and Medium	Y	Cost + Mgn + GST	Cost + Mgn + GST
Dangerous Dog Collars Purchase - Small	Y	Cost + Mgn + GST	Cost + Mgn + GST
Droving of livestock (through the municipality)	Y	\$303.00	\$315.00
Droving livestock bond (through the municipality)	Y	\$700.00	\$700.00
Grazing Permit	N	\$43.00	\$45.00
Animal Management Fines 1.5PU	N	\$180.00	\$183.00
Animal Management Fines 2PU	N	\$240.00	\$244.00
<b>Premises Registrations - Domestic (Feral and Nuisance) Animal Act</b>			
Animal Boarding Establishments	Y	\$230.00	\$240.00
Dog Training Establishments	Y	\$230.00	\$240.00
Breeding Establishments	Y	\$230.00	\$240.00
Greyhound Establishments	Y	\$230.00	\$240.00
Pet Shops	Y	\$230.00	\$240.00
Local Law Permit	N	\$43.00	\$45.00
Asset Protection Security Bond	Y	\$275.00	\$275.00

## Appendix F: Schedule of Fees and Charges

Description of Fees and Charges	GST Y/N	2011/2012 Adopted Fees incl. GST	2012/2013 Fees incl. GST
<b>AQUATIC/GYM FACILITIES **May be varied subject to commercial agreements.</b>			
<i><b>Aquatic Entry</b></i>			
Adult Swim	Y	\$5.00	\$5.20
Child Swim	Y	\$3.40	\$3.50
Pensioner Swim	Y	\$3.15	\$3.30
Family Swim	Y	\$13.40	\$13.90
Adult Swim/Spa/Sauna	Y	\$8.30	\$8.60
Hydrotherapy Pool	Y	\$5.10	\$5.30
<i><b>Gymnasium Entry</b></i>			
Gym/Cardio/Circuit	Y	\$14.20	\$14.70
<i><b>Class Entry</b></i>			
Aerobics	Y	\$12.60	\$13.00
Aqua Aerobics	Y	\$12.60	\$13.00
Over 50's	Y	\$7.90	\$8.20
<i><b>Full Centre</b></i>			
Use of All Facilities	Y	\$20.25	\$21.00
<i><b>Pool Hire</b></i>			
Per Lane / Per Hour	Y	\$49.80	\$51.55
<i><b>Meeting Room</b></i>			
Per Hour	Y	\$35.85	\$37.10
Per Day	Y	\$173.50	\$179.55
<i><b>Learn To Swim</b></i>			
Per Lesson	N	\$11.80	\$12.20
<i><b>Squad</b></i>			
Junior	N	\$12.85	\$13.30
Senior	N	\$15.30	\$15.85
Junior Lifeguard Club	N	\$12.85	\$13.30
<i><b>Groups</b></i>			
Instructor	Y	\$36.95	\$38.25
<i><b>Child Care</b></i>			
Member 1 Child Per Hour	Y	\$4.90	\$5.10
Non Member 1 Child Per Hour	Y	\$5.65	\$5.85
<i><b>Rural Outdoor Pools</b></i>			
Outdoor Pools - Adult Casual	Y	\$4.00	\$4.20
Outdoor Pools - Child Casual	Y	\$2.80	\$3.00
Outdoor Pools - Membership - Family	Y	\$139.80	\$145.00
Outdoor Pools - Membership - Adult	Y	\$69.65	\$72.00
Outdoor Pools - Membership - Child	Y	\$58.40	\$60.00



## Appendix F: Schedule of Fees and Charges

Description of Fees and Charges	GST Y/N	2011/2012 Adopted Fees incl. GST	2012/2013 Fees incl. GST
<i>New Fees and Charges Structure</i>			
<i>Administration</i>			
Aquamoves - Admission Fee	Y	\$1.00	\$1.00
Aquamoves - COGS Payroll Joining Fee	Y	\$10.00	\$10.00
Aquamoves – Direct Debit Cancellation Fee	Y	\$0.00	\$200.00
Aquamoves - Direct Debit Joining Fee	Y	\$50.00	\$50.00
Aquamoves – Lost Card	Y	\$0.00	\$6.55
Aquamoves - Pay Phone	Y	\$0.50	\$0.50
Aquamoves - Suspension Fee	Y	\$6.35	\$6.35
Aquamoves - Transfer Fee	Y	\$34.50	\$34.50
<i>Recreational Swimming</i>			
Aquamoves - 20 Visit Adult Swim Pass	Y	\$75.00	\$78.00
Aquamoves - 20 Visit Adult Swim Concession Pass	Y	\$48.75	\$49.50
Aquamoves - 20 Visit Child Swim Pass	Y	\$51.00	\$52.50
Aquamoves - 20 Visit Hydro Pass	Y	\$76.50	\$79.50
Aquamoves - 20 Visit Swim/Spa/Sauna Pass	Y	\$124.50	\$129.00
Aquamoves - 20 Visit Swim Club Child Pass	Y	\$71.25	\$73.75
Aquamoves - Birthday Party - Bite Sized Fun Package	Y	\$10.85	\$11.25
Aquamoves - Club Swim/Spa/Sauna Casual	Y	\$7.20	\$7.45
Aquamoves - Community Group Child Swim	Y	\$2.90	\$3.00
Aquamoves - Community Group Hydro Pool	Y	\$4.35	\$4.50
Aquamoves - Motel Child Swim	Y	\$2.70	\$2.80
Aquamoves - Motel Family Swim	Y	\$10.75	\$11.15
Aquamoves - Motel Adult Swim	Y	\$4.05	\$4.20
Aquamoves - Birthday Party - Nibble N Dip Package	Y	\$9.05	\$9.35
Aquamoves - 12 Month Special Kids Family	Y	\$368.35	\$348.00
Aquamoves - Sunday Family Swim	Y	\$9.70	10.00
Aquamoves - Child Swim (Non member) Swim Club	Y	\$4.75	\$4.90
Aquamoves - Swim/Spa/Sauna Upgrade	Y	\$3.30	\$3.40
Aquamoves - Motel Swim/Spa/Sauna	Y	\$6.70	\$6.95
Aquamoves - Birthday Party - The Banquet Package	Y	\$13.45	\$13.90
<i>Crèche</i>			
Aquamoves - 20 Visit Childcare (Member 1 Child)	Y	\$73.50	\$76.50
Aquamoves - 20 Visit Childcare (Member 2 Child)	Y	\$147.00	\$153.00
Aquamoves - 20 Visit Childcare (Member 3 Child)	Y	\$220.50	\$229.50
<i>Elite</i>			
Aquamoves - 20 Visit Full Centre	Y	\$303.00	\$326.25
Aquamoves - Motel Full Centre	Y	\$16.25	\$16.80
Aquamoves - 4 Week Full Centre School of Rural Health	Y	\$50.40	\$52.15
Aquamoves - 6 Week Full Centre School of Rural Health	Y	\$72.80	\$75.35

## Appendix F: Schedule of Fees and Charges

Description of Fees and Charges	GST Y/N	2011/2012 Adopted Fees incl. GST	2012/2013 Fees incl. GST
<b><i>Gym and Group Fitness</i></b>			
Aquamoves - 20 Visit Group Fitness Pass	Y	\$189.00	\$195.00
Aquamoves - 20 Visit Gym Pass	Y	\$213.00	\$220.50
Aquamoves - 20 Visit Over 50's Group Fitness Pass	Y	\$118.50	\$123.00
<b><i>Learn To Swim</i></b>			
Aquamoves - Learn to Swim (Private Lessons 1:1)	N	\$27.55	\$28.50
Aquamoves - Learn to Swim (Private Lessons 1:2)	N	\$35.80	\$37.05
Aquamoves - Learn to Swim (Private Lessons 1:3)	N	\$44.00	\$45.55
Aquamoves - Learn to Swim (Private Lessons 1:4)	N	\$51.35	\$53.15
<b><i>Programs</i></b>			
Aquamoves - Bootcamp Member	Y	\$16.75	\$17.35
Aquamoves - Bootcamp Non Member	Y	\$22.05	\$22.80
Aquamoves - Bootcamp Previous Participant	Y	\$14.60	\$15.10
Aquamoves - Community Group Fitness	Y	\$10.75	\$11.15
Aquamoves - Community Child Group Fitness	Y	\$6.30	\$6.50
Aquamoves - GI Mums Non Member	Y	\$22.05	\$15.70
Aquamoves - Happy Steps	Y	\$6.30	\$6.50
Aquamoves - Huff n Puff Program	Y	\$6.30	\$6.50
Aquamoves - Senior Strength Training	Y	\$6.30	\$6.50
<b><i>Schools</i></b>			
Aquamoves - Schools Group Fitness	Y	\$6.30	\$6.50
Aquamoves - Schools Group Fitness (Bulk Booking)	Y	\$3.80	\$3.95
Aquamoves - Schools Recreation Swim	Y	\$2.90	\$3.00
Aquamoves - Schools Swim Lesson	Y	\$36.95	\$38.25
Aquamoves - Schools Lane Hire	Y	\$49.80	\$51.55
<b><i>Rural Outdoor Pools</i></b>			
Outdoor Pools - Schools Programs	Y	\$1.55	\$1.60
<b><i>New fee structure – Effective October 2012</i></b>			
Aquamoves - General -1 unit 12 months	Y	\$700.00	\$749.35
Aquamoves - General -1 unit 6 months	Y	\$455.00	\$487.45
Aquamoves - General -1 unit 3 months	Y	\$245.00	\$262.50
Aquamoves - General -1 unit DD	Y	\$29.20	\$31.25
Aquamoves - General -2 units 12 months	Y	\$850.00	\$910.55
Aquamoves - General -2 units 6 months	Y	\$552.50	\$591.90
Aquamoves - General -2 units 3 months	Y	\$297.50	\$318.70
Aquamoves - General -2 units DD	Y	\$35.40	\$37.90
Aquamoves - General -3 units 12 months	Y	\$1,000.00	\$1,071.25
Aquamoves - General -3 units 6 months	Y	\$650.00	\$696.30
Aquamoves - General -3 units 3 months	Y	\$350.00	\$375.95
Aquamoves - General -3 units DD	Y	\$41.70	\$44.60
Aquamoves - Off Peak -1 unit 12 months	Y	\$350.00	\$374.95
Aquamoves - Off Peak -1 unit 6 months	Y	\$227.80	\$243.70
Aquamoves - Off Peak -1 unit 3 months	Y	\$122.25	\$131.00
Aquamoves - Off Peak -1 unit DD	Y	\$14.60	\$15.60

## Appendix F: Schedule of Fees and Charges

Description of Fees and Charges	GST Y/N	2011/2012 Adopted Fees incl. GST	2012/2013 Fees incl. GST
Aquamoves - Off Peak -2 units 12 months	Y	\$425.00	\$455.30
Aquamoves - Off Peak -2 units 6 months	Y	\$276.25	\$295.90
Aquamoves - Off Peak -2 units 3 months	Y	\$148.75	\$159.35
Aquamoves - Off Peak -2 units DD	Y	\$17.70	\$19.00
Aquamoves - Off Peak -3 units 12 months	Y	\$500.00	\$535.60
Aquamoves - Off Peak -3 units 6 months	Y	\$325.00	\$348.15
Aquamoves - Off Peak -3 units 3 months	Y	\$175.00	\$187.50
Aquamoves - Off Peak -3 units DD	Y	\$20.85	\$22.30
Aquamoves - Over 50s -1 unit 12 months	Y	\$420.00	\$449.90
Aquamoves - Over 50s -1 unit 6 months	Y	\$273.00	\$292.45
Aquamoves - Over 50s -1 unit 3 months	Y	\$147.00	\$157.50
Aquamoves - Over 50s -1 unit DD	Y	\$17.50	\$18.75
Aquamoves - Over 50s -2 units 12 months	Y	\$510.00	\$546.35
Aquamoves - Over 50s -2 units 6 months	Y	\$331.50	\$355.10
Aquamoves - Over 50s -2 units 3 months	Y	\$178.50	\$190.70
Aquamoves - Over 50s -2 units DD	Y	\$21.25	\$22.80
Aquamoves - Over 50s -3 units 12 months	Y	\$600.00	\$642.75
Aquamoves - Over 50s -3 units 6 months	Y	\$390.00	\$417.80
Aquamoves - Over 50s -3 units 3 months	Y	\$210.00	\$224.95
Aquamoves - Over 50s -3 units DD	Y	\$25.00	\$26.80
Aquamoves - Student -1 unit 3 months	Y	\$98.00	\$105.00
Aquamoves - Student -2 units 3 months	Y	\$119.00	\$127.50
Aquamoves - Student -3 units 3 months	Y	\$140.00	\$149.95
Aquamoves - Swim Club -1 unit 12 months	Y	\$364.00	\$376.75
Aquamoves - Swim Club -1 unit 6 months	Y	\$327.60	\$339.05
Aquamoves - Swim Club -1 unit 3 months	Y	\$236.60	\$244.90
Aquamoves - Swim Club -1 unit DD	Y	\$127.40	\$15.60
Aquamoves - Special Needs Family-1 unit 12 months	Y	\$350.00	\$362.25
Aquamoves - Meeting Room hire - Community group per hr	Y	\$26.90	\$27.85
Aquamoves -20 visit Childcare (Non Member 1 Child)	Y	\$84.80	\$87.75
Aquamoves -20 visit Childcare (Non Member 2 Child)	Y	\$169.20	\$175.50
Aquamoves -20 visit Childcare (Non Member 3 Child)	Y	\$253.85	\$263.25
Aquamoves - Pensioner Swim/Spa/Sauna	Y	\$5.40	\$5.60
Aquamoves - Pensioner Hydro	Y	\$3.30	\$3.40
Aquamoves - Pensioner Full Centre	Y	\$13.25	\$13.70
Aquamoves - Pensioner Gym	Y	\$9.25	\$9.60
Aquamoves - Pensioner Group Fitness	Y	\$8.20	\$8.50

## Appendix F: Schedule of Fees and Charges

Description of Fees and Charges	GST Y/N	2011/2012 Adopted Fees incl. GST	2012/2013 Fees incl. GST
<b>BUILDING</b>			
Restump/Underpinning Permits	Y	\$345.00	\$355.00
Demolition/Removals Permits	Y	\$345.00	\$355.00
Dependant Relative Unit (Re-erection/ Removal)	Y	\$345.00	\$355.00
<i>Class 1 Dwellings (New) + Applicable Levies</i>			
Minimum fee up to \$100,000	Y	\$800.00	\$825.00
\$100,001 to \$125,000	Y	\$945.00	\$975.00
\$125,001 to \$150,000	Y	\$1,120.00	\$1,155.00
\$150,001 - \$200,000	Y	\$1,295.00	\$1,335.00
\$200,001 - \$250,000	Y	\$0.00	\$1,450.00
\$200,000 - \$325,000	Y	\$1,525.00	\$1,570.00
\$325,001 - \$500,000	Y	\$1,747.00	Quotation
\$500,001 + (by quotation)	Y	Quotation	Quotation
Multi-Unit Development - 2 Dwellings/Unit	Y	\$985.00	\$1,015.00
Removal of Dwellings (into municipality)	Y	\$345.00	\$355.00
<i>Class 10a Out Buildings + Applicable Levies</i>			
Under \$5,000	Y	\$277.50	\$285.00
\$5,001 to \$10,000	Y	\$350.00	\$360.00
\$10,001 to \$40,000	Y	\$480.00	\$495.00
Greater than \$40,000	Y	\$610.00	\$630.00
<i>Class 10b Out Buildings + Applicable Levies</i>			
<i>Swimming Pools</i>			
Under \$5,000, minimum fee	Y	\$265.00	\$265.00
Concrete / Fibreglass Pool	Y	\$450.00	\$465.00
<i>Front Fences on Corner Allotments:</i>			
Under \$5,000	Y	\$270.00	\$270.00
Over \$5,000	Y	\$330.00	\$340.00
Engineering Report (includes site inspection)	Y	\$197.50	\$197.50
Engineering Report (desktop report)	Y	\$56.50	\$56.50
<i>All other Classes + Applicable Levies</i>			
Minimum fee to \$60,000	Y	\$660.00	\$680.00
\$60,001 to \$100,000	Y	$((\text{Value}/2000)+\text{sqr root of Value})^4$	$(\text{Value} / 100) + \$50 + \text{Levies}$
\$100,001 to \$500,000	Y	$((\text{Value}/2000)+\text{sqr root of Value})^4$	$((\text{Value}/2000)+\text{sqr root of Value})^4$
Greater than \$500,000 - quote required	Y	\$ -	By Quotation
Fee for all extra inspections other than those specified	N	\$72.00	\$75.00
Fee for inspections associated with building works	N	\$87.00	\$90.00
Inspections for other Municipalities	Y	\$160.00	\$165.00

## Appendix F: Schedule of Fees and Charges

Description of Fees and Charges	GST Y/N	2011/2012 Adopted Fees incl. GST	2012/2013 Fees incl. GST
<i>Misc Service Fees</i>			
Application for Floor Level Relaxation	N	\$90.00	\$92.50
Non-Siting Consent and Report	Y	\$144.00	\$92.50
Council Report and Consent	Y	\$144.00	\$150.00
Project Housing Specification Booklets	Y	\$9.00	\$9.50
Copy of Building Permits/Occupancy Permits/CFI	Y	\$24.00	\$23.00
Retrieval of House Plans	Y	\$42.00	\$40.00
Inspections on Lapsed Permits	N	\$65.00	\$70.00
Extension of Expired Permit	N	\$65.00	\$70.00
Assess the suitability of a relocated dwelling for transportation	Y	\$200.00	\$210.00
Liquor Licence Report	Y	-	\$150.00
HER (6 Star)	Y	-	\$210.00
Crossing Fee	Y	-	\$90.00
Title Searches for Clients	Y	-	\$33.00
<b>BUSINESS CENTRE</b>			
<i>Office Rental per month - normal rate</i>			
Suite 1	Y	\$579.00	\$595.00
Suite 2	Y	\$600.00	\$615.00
Suite 5	Y	\$433.00	\$445.00
Suite 6	Y	\$557.00	\$570.00
Suite 7	Y	\$495.00	\$505.00
Suite 8	Y	\$557.00	\$570.00
Suite 9	Y	\$495.00	\$505.00
Suite 10	Y	\$517.00	\$530.00
Suite 11	Y	\$360.00	\$369.00
Suite 12	Y	\$360.00	\$369.00
Suite 13	Y	\$433.00	\$445.00
Suite 14	Y	\$475.00	\$485.00
Suite 15	Y	\$475.00	\$485.00
Suite 16	Y	\$620.00	\$635.00
Suite 22/23	Y	\$940.00	\$965.00
Shed 1	Y	\$526.00	\$540.00
Shed 2	Y	\$526.00	\$540.00
Shed 3	Y	\$526.00	\$540.00
Shed 4	Y	\$526.00	\$540.00
Shed 5/6	Y	\$843.00	\$865.00
Shed 7/8	Y	\$843.00	\$865.00
<i>Office Rental per month - incubator rate (5% discount)</i>			
Suite 1	Y	\$550.00	\$565.25
Suite 2	Y	\$570.00	\$584.25
Suite 5	Y	\$411.00	\$422.75
Suite 6	Y	\$529.00	\$541.50

## Appendix F: Schedule of Fees and Charges

Description of Fees and Charges	GST Y/N	2011/2012 Adopted Fees incl. GST	2012/2013 Fees incl. GST
Suite 7	Y	\$470.00	\$479.75
Suite 8	Y	\$529.00	\$541.50
Suite 9	Y	\$470.00	\$479.75
Suite 10	Y	\$491.00	\$503.50
Suite 11	Y	\$342.00	\$350.55
Suite 12	Y	\$342.00	\$350.55
Suite 13	Y	\$411.00	\$422.75
Suite 14	Y	\$451.00	\$460.75
Suite 15	Y	\$451.00	\$460.75
Suite 16	Y	\$589.00	\$603.25
Suite 22/23	Y	\$893.00	\$916.75
Shed 1	Y	\$500.00	\$513.00
Shed 2	Y	\$500.00	\$513.00
Shed 3	Y	\$500.00	\$513.00
Shed 4	Y	\$500.00	\$513.00
Shed 5/6	Y	\$800.00	\$821.75
Shed 7/8	Y	\$800.00	\$821.75
<b>Venue Hire</b>			
Training Room - Daily Rate	Y	\$175.00	\$180.00
Training Room - Daily Rate Tenant	Y	\$87.45	\$90.00
Training Room - Half Day Rate	Y	\$128.00	\$130.00
Training Room - Half Day Rate Tenant	Y	\$64.00	\$65.00
Board Room - Daily Rate	Y	\$124.00	\$127.00
Board Room - Daily Rate Tenant	Y	\$62.00	\$63.50
Board Room - Half Day Rate	Y	\$77.00	\$78.00
Board Room - Half Day Rate Tenant	Y	\$38.50	\$39.00
Meeting Room 1 - Daily Rate	Y	\$92.00	\$95.00
Meeting Room 1 - Half Day	Y	\$52.00	\$54.00
Meeting Room 2 – Flat Rate	Y	-	\$55.00
Office Space – Flat Rate	Y	-	\$55.00
Conference Phone Hire – Flat Rate	Y	-	\$15.00
Projector hire – Flat Rate	Y	-	\$50.00
Catering Per Head	N	\$3.15	\$3.20
Virtual Tenancy (with phone service)	Y	\$160.00	\$165.00
Virtual Tenancy (no phone service)	Y	\$120.00	\$125.00
<b>CHILDREN'S SERVICES</b>			
<b>Long Day Care Centres - Effective 1 July 2012</b>			
Daily (full day)	N	\$70.40	\$77.45
<b>Occasional Care - Effective 1 July 2012</b>			
Occasional Childcare (per hr)	N	\$7.20	\$7.90
<b>Kindergarten</b>			
Kindergarten term fees (1 July 2012 to 31 December 2012)	N	\$135.00	\$175.00
Kindergarten term fees (1 January 2013 to 30 June 2013)	N	\$175.00	\$195.00
Take-a-break fees	N	\$5.00	\$5.00

## Appendix F: Schedule of Fees and Charges

Description of Fees and Charges	GST Y/N	2011/2012 Adopted Fees incl. GST	2012/2013 Fees incl. GST
<b>CORPORATE SERVICES</b>			
<i>Provision of Information</i>			
Property Sales Register (per two calendar months)	Y	\$72.00	\$75.00
Land Information Certificate - Guaranteed 24 Hr turnaround (per rates assessment)	Y	\$62.00	\$65.00
Property Information Archive Search (per search per rates assessment)	Y	\$60.00	\$62.00
Dishonoured Payment Administration Fee (per payment)	N	\$15.00	\$15.00
Copy of non-current rate notice (per non-current rating year - available for the seven (7) rating years preceding the current year)	Y	\$25.00	\$25.00
<i>Aerial Photography</i>			
Medium Resolution (0.35m) Aerial Photo 1 image	Y	\$38.50	\$38.50
Medium Resolution (0.35m) Aerial Photo 2-4 image per image	Y	\$33.00	\$33.00
Medium Resolution (0.35m) Aerial Photo 5-9 image per image	Y	\$33.00	\$33.00
Medium Resolution (0.35m) Aerial Photo 10+ images per image	Y	\$29.70	\$29.70
Medium Resolution (0.35m) Complete set of Municipality	Y	\$3,300.00	\$3,300.00
High Resolution (0.22m) Aerial Photo 1 image	Y	\$49.50	\$49.50
High Resolution (0.22m) Aerial Photo 2-4 images per image	Y	\$39.05	\$39.05
High Resolution (0.22m) Aerial Photo 5-9 images per image	Y	\$39.05	\$39.05
High Resolution (0.22m) Aerial Photo 10+ images per image	Y	\$33.00	\$33.00
High Resolution (0.22m) Complete Set of Shepparton/ Mooroopna	Y	\$2,200.00	\$2,200.00
High Resolution (0.22m) Complete Set of Tatura	Y	\$495.00	\$495.00
High Resolution (0.22m) Complete set of Murchison	Y	\$220.00	\$220.00
<i>Records</i>			
Scanning Fee - A4	Y	\$2.00	\$2.00
Scanning Fee - A3	Y	\$3.00	\$3.00
Scanning Fee - A2	Y	\$5.00	\$5.00
Scanning Fee - A1	Y	\$10.00	\$10.00
Scanning Fee - A0	Y	\$15.00	\$15.00

## Appendix F: Schedule of Fees and Charges

Description of Fees and Charges	GST Y/N	2011/2012 Adopted Fees incl. GST	2012/2013 Fees incl. GST
<b>CROSSING/ROAD OPENINGS</b>			
<i>Major Works</i>			
Arterial - Roads / Shoulders / Pathways	N	\$549.00	\$573.30
Arterial - Other	N	\$305.00	\$318.75
Municipal Roads > 50km/hr - Roads / Shoulders / Pathways	N	\$549.00	\$573.30
Municipal Roads > 50km/hr - Other	N	\$305.00	\$318.75
Municipal Roads < 50km/hr - Roads / Shoulders / Pathways	N	\$244.00	\$255.00
Municipal Roads < 50km/hr - Other	N	\$140.30	\$146.50
<i>Minor Works</i>			
Arterial - Roads / Shoulders / Pathways	N	\$140.30	\$146.50
Arterial - Other	N	\$122.00	\$127.50
Municipal Roads - Roads / Shoulders / Pathways	N	\$140.30	\$146.50
Municipal Roads - Other	N	\$61.00	\$63.75
<b>HEALTH</b>			
<i>Registered Premises</i>			
Food Company Certificates	N	\$30.00	\$32.00
Food Sampling	Y	Cost + Mgn + GST	Cost + Mgn + GST
Food Stalls (per event)	Y	\$42.00	**
Markets (12 per year maximum)	Y	\$75.00	**
Sale of Food safety templates	Y	\$40.00	Cost + GST
** Exemption from fee if less than 12 events are held.			
<b>Food Premises Class 1</b> – annual registration base fee. Class 1 food premises are those that predominately handle potentially hazardous food that is served vulnerable groups, such as hospitals, child care centres providing long day care and aged care facilities such as nursing homes and hostels.			
Annual registration	N	\$510.00	\$530.00
Fee per person >5	N	\$18.00	\$19.00
Maximum Fee	N	\$3,600.00	\$3,730.00
<b>Food Premises Class 2</b> – annual registration base fee. Class 2 food premises are those whose main activity is handling unpackaged potentially hazardous foods which need correct temperatures control during the food handling process. This includes restaurants, fast food outlets, pubs, caterers, delicatessens, supermarkets with delicatessens, cafes and most manufacturers.			
Annual registration	N	\$510.00	\$530.00
Fee per person >5	N	\$18.00	\$19.00
Maximum Fee	N	\$3,600.00	\$3,730.00
Food and Accommodation Class 2 (B&Bs and accommodation establishments with breakfast only)	N	\$275.00	\$285.00
Food Vehicle Class 2	N	\$256.00	\$265.00
Food Premises Not for Profit Body/Community Group Class 2	N	\$256.00	\$265.00
<b>Food Premises Class 3</b> - annual registration base fee. Class 3 food premises are those whose activities involve the supply or handling of unpackaged low risk foods or the sale of pre-packaged potentially hazardous foods. This includes convenience stores selling this type of food only, wholesalers distributing pre-packaged foods, fruit and vegetable shops selling cut fruit/vegetables only.			
Annual registration	N	\$178.00	\$185.00
Fee per employee > 5	N	\$17.00	\$18.00



## Appendix F: Schedule of Fees and Charges

Description of Fees and Charges	GST Y/N	2011/2012 Adopted Fees incl. GST	2012/2013 Fees incl. GST
Food and Accommodation Class 3 (B&Bs and accommodation establishments with breakfast only)	N	\$275.00	\$285.00
Food Vehicle Class 3	N	\$178.00	\$185.00
Food Premises Not for Profit Body/Community Group Class 3	N	\$98.00	\$100.00
<b>Transfers</b>			
Transfer Inspection fee - food premises Class 1 and 2	N	\$255.00	\$264.00
Transfer Inspection fee - food premises Class 3	N	\$89.00	\$92.00
Transfer of Registration Certificate (Food and Health)	N	\$42.00	\$43.00
Transfer Inspection Fee - Health premises	N	\$89.00	\$92.00
Transfer Inspection Fee - Caravan Park	N	\$350.00	\$362.00
<b>Food Act</b>			
Non-compliance inspections	N	\$210.00	\$210.00
<b>Health Act</b>			
Prescribed accommodation only – ( more than 5 people accommodated)	N	\$178.00	\$185.00
Hairdresser, beauty parlour, tattooist	N	\$98.00	\$100.00
Registration Renewal Fees (Excluding Caravan Parks) Outstanding fees after 21 January 2013 will be charged an additional 50% of the base registration fee for the type of premises.	N	50%	50%
<b>Head Lice Lotion</b>			
School Visits	Y	-	Cost + GST
<b>Immunisation costs to visit businesses</b>			
Vaccinations - Flu	Y	Cost + GST	\$20.00
Vaccinations - Hep B dose	Y	Cost + GST	Cost + GST
Vaccinations - Hep B course	Y	Cost + GST	Cost + GST
Vaccinations - Hep A and B dose	Y	Cost + GST	Cost + GST
Vaccinations - Hep A and B course (3)	Y	Cost + GST	Cost + GST
Vaccinations - Hep A dose	Y	Cost + GST	Cost + GST
Vaccinations - Hep A course	Y	Cost + GST	Cost + GST
Immunisation Record Retrievals (for children 18 years and over)	Y	\$25.00	\$26.00
Immunisation visits to business	Y	\$94.00	\$98.00
<b>Syringe Containers (Businesses Only)</b>			
Syringe containers purchase 1 litre	Y	Cost + GST	Cost + GST
Syringe containers purchase 2 litre	Y	Cost + GST	Cost + GST
Syringe containers disposal 1 litre	Y	Cost + GST	Cost + GST
Syringe containers disposal 2 litre	Y	Cost + GST	Cost + GST
<b>Septic Tank Permits</b>			
Installations	N	\$360.00	\$372.00
Septic Tank Infringements – Individual (5 penalty units)	Y	\$550.00	\$705.00
Septic Tank Infringements – Corporate (10 penalty units)	Y	\$525.00	\$1,410.00
Septic Tank Plan Retrieval fee	Y	\$25.00	\$26.00
Septic Tank Alteration - Major	N	\$240.00	\$252.00
Septic Tank Alteration - Minor	N	\$120.00	\$126.00

## Appendix F: Schedule of Fees and Charges

Description of Fees and Charges	GST Y/N	2011/2012 Adopted Fees incl. GST	2012/2013 Fees incl. GST
<b>KIDSTOWN</b>			
KidsTown - Area Booking Fee - Per Hour- Café Veranda	Y	\$10.00	\$10.00
KidsTown - Area Booking Fee - Per Day- Café Veranda	Y	\$30.00	\$30.00
KidsTown - Area Booking Fee - Per Hour- Dairy Maze Deck	Y	\$10.00	\$10.00
KidsTown - Area Booking Fee - Per Day- Peppercorn Garden #2	Y	\$80.00	\$80.00
KidsTown - Area Booking Fee - Per Hour- Peppercorn Garden #3	Y	\$15.00	\$15.00
KidsTown - Area Booking Fee - Per Day- Peppercorn Garden #3	Y	\$55.00	\$55.00
KidsTown - Area Booking Fee - Per Hour- Furphy Picnic and Play	Y	\$20.00	\$20.00
KidsTown - Area Booking Fee - Per Day- Furphy Picnic and Play	Y	\$80.00	\$80.00
KidsTown - Area Booking Fee - Per Hour- Junction Shelter	Y	\$20.00	\$20.00
KidsTown - Area Booking Fee - Per Day- Junction Shelter	Y	\$80.00	\$80.00
KidsTown - Area Booking Fee - Per Hour- Wagon Domain- Small Event	Y	\$15.00	\$15.00
KidsTown - Area Booking Fee - Per Day- Wagon Domain - Small Event	Y	\$55.00	\$55.00
KidsTown - Area Booking Fee - Per Hour- Wagon Domain-Med Event	Y	\$20.00	\$20.00
KidsTown - Area Booking Fee - Per 4Hr- Wagon Domain -Med Event	Y	\$150.00	\$150.00
KidsTown - Area Booking Fee - Per Hour- Wagon Domain- Large Event	Y	\$35.00	\$35.00
KidsTown - Area Booking Fee - Per 4Hr- Wagon Domain - Large Event	Y	\$400.00	\$400.00
KidsTown - Area Booking Fee - Per Hour- Jan Maude Lawns - Small Event	Y	\$55.00	\$55.00
KidsTown - Area Booking Fee - Per Day- Jan Maude Lawns - Small Event	Y	\$15.00	\$15.00
KidsTown - Area Booking Fee - Per Hour- Jan Maude Lawns- Med Event	Y	\$150.00	\$150.00
KidsTown - Area Booking Fee - Per 4Hr- Jan Maude Lawns- Med Event	Y	\$20.00	\$20.00
KidsTown - Area Booking Fee - Per Hour- Jan Maude Lawns- Large Event	Y	\$500.00	\$500.00
KidsTown - Area Booking Fee - Per 4Hr- Jan Maude Lawns - Large Event	Y	\$40.00	\$40.00
KidsTown - Clown- First Hour	Y	\$150.00	\$150.00
KidsTown - Clown- Every after the First Hour	Y	\$50.00	\$50.00
KidsTown - Clown Off Site- First Hour	Y	\$200.00	\$200.00
KidsTown - Clown Off Site- Every after the First Hour	Y	\$80.00	\$80.00
KidsTown - Casual Train Ride	Y	\$2.70	\$2.80
KidsTown - VIP Train Pass - 15 Rides	Y	\$27.00	\$28.00
KidsTown - After hour Train bookings- First Hour	Y	\$150.00	\$150.00

## Appendix F: Schedule of Fees and Charges

Description of Fees and Charges	GST Y/N	2011/2012 Adopted Fees incl. GST	2012/2013 Fees incl. GST
KidsTown - After hour Train bookings- Every after the First Hour	Y	\$50.00	\$50.00
KidsTown - School Work Placement Education Fee- Per semester	Y	\$1,600.00	\$1,650.00
KidsTown - Family Table	Y	\$685.00	\$705.00
KidsTown - Harley Table	Y	\$1,150.00	\$1,185.00
KidsTown - Large Children's Table	Y	\$547.50	\$564.50
KidsTown - Small Children's Table	Y	\$375.00	\$386.00
KidsTown - Table	Y	\$530.00	\$546.00
KidsTown - Bench	Y	\$322.00	\$331.50
KidsTown - Birthday Party - Option 1	Y	\$11.50	\$12.50
KidsTown - Birthday Party - Option 2	Y	\$14.50	\$15.50
KidsTown - Area Booking Fee - Per Day- Dairy Maze Deck	Y	\$30.00	\$30.00
KidsTown - Area Booking Fee - Per Hour- Peppercorn Garden #1	Y	\$15.00	\$15.00
KidsTown - Area Booking Fee - Per Day- Peppercorn Garden #1	Y	\$55.00	\$55.00
KidsTown - Area Booking Fee - Per Hour- Peppercorn Garden #2	Y	\$20.00	\$25.00

## Appendix F: Schedule of Fees and Charges

Description of Fees and Charges	GST Y/N	2011/2012 Adopted Fees incl. GST	2012/2013 Fees incl. GST
<b>LEISURE SERVICES ** May be varied subject to commercial agreements.</b>			
<b>OUTDOOR</b>			
<b>Sports Fields - Deakin Reserve</b>			
GVFL Prelim and Grand Final (New Agreement to be negotiated for 2008 -2013)	Y	\$4,840.00	\$5,009.40
GVFL Extra Event Fee (New Agreement to be negotiated for 2008 -2013)	Y	\$605.00	\$626.20
Deakin Reserve Winter Wicket Covering Fee	Y	\$550.00	\$569.25
<b>Sports Fields - Regular Use</b>			
4 Star Facility Hourly Rate: - Deakin Reserve	Y	\$49.20	\$50.95
3 Star Facility Hourly Rate: - John Riordan Oval - Kialla Park Recreation Reserve Main Oval - Mooroopna Recreation Reserve Main Oval - Sports Precinct Athletics Track - Tatura Park Western Oval	Y	\$32.80	\$33.95
2 Star Facility Hourly Rate: - Frank Howley Oval - Howley Oval II - John Gray Oval - Kialla Park Recreation Reserve Oval 2 - Maguire Senior Oval - Rumbalara Sports Field - Sports Precinct Main Soccer Field - Sports Precinct Multipurpose Field 1 - Sports Precinct Multipurpose Field 2 - Vibert Reserve Eastern Sports Field - Vibert Reserve Western Sports Field	Y	\$23.40	\$24.20
1 Star Facility Hourly Rate: - Jim McGregor Oval - Leon Heath Oval - Mooroopna Recreation Reserve No 4 - Sports Precinct Multipurpose Field 3 - Velodrome Arena - Vibert Reserve Central Sports Fields - Victory Park Oval - Wilmot Road PS Oval	Y	\$17.60	\$18.20
<b>Sports Fields - Major Event or Finals</b>			
4 Star Facility % of Gate	Y	10.0%	10.0%
1,2 and 3 Star Facility % of Gate	Y	5.0%	5.0%
<b>Sports Fields - School Use</b>			
Sports Field Daily Hire	Y	\$49.50	\$51.25
Sports Field Hourly Hire	Y	\$16.90	\$17.50
Athletics Track and Field Daily Hire (Primary Schools)	Y	\$90.00	\$93.15
Athletics Track and Field Daily Hire (Secondary Schools)	Y	\$151.80	\$157.15

## Appendix F: Schedule of Fees and Charges

Description of Fees and Charges	GST Y/N	2011/2012 Adopted Fees incl. GST	2012/2013 Fees incl. GST
<b><i>Outdoor Hard Courts</i></b>			
4 Star Facility Hourly Rate: - Princess Park	Y	\$25.90	\$26.80
3 Star Facility Hourly Rate: - Deakin Reserve	Y	\$21.10	\$21.85
2 Star Facility Hourly Rate: - Cosgrove South Court 1 - Cosgrove South Court 2	Y	\$14.10	\$14.60
1 Star Facility Hourly Rate: - Deakin Reserve	Y	\$9.40	\$9.75
<b><i>Outdoor Sports Facilities Concessions (apply to Sports Fields and Hard courts Only)</i></b>			
Junior Sport (percent of rate)	Y	30.0%	30.0%
Sport Development (percent of rate)	Y	40.0%	40.0%
High Volume / Low Participation (percent of rate)	Y	75.0%	75.0%
<b><i>Outdoor Sports Facilities Commercial (apply to Sports Fields and Hard courts Only)</i></b>			
Commercial Use (percent of rate)	Y	200.0%	200.0%
<b><i>Sports Pavilions (Seasonal Fees)</i></b>			
Catering/Social Area - Small	Y	\$197.10	\$204.00
Catering/social Area - Medium	Y	\$450.10	\$465.85
Catering/Social Area - Large	Y	\$843.40	\$872.90
Change Rooms - Small	Y	\$168.70	\$174.60
Change Rooms - Medium	Y	\$393.60	\$407.40
Change Rooms - Large	Y	\$675.00	\$698.65
Daily Rate (% of Seasonal Fee)	Y	10.0%	10.0%
Infrequent Use (3-6 Uses) (% of Seasonal Fee)	Y	30.0%	30.0%
Junior Training Rate (percent of rate)	Y	10.0%	10.0%
<b><i>Sports Fields and Outdoor Courts Flood Lights Hourly Hire</i></b>			
Cost Per Lux Used (All Locations)	Y	\$0.15	\$0.15
Non Contribution Levy (Deakin Reserve)	Y	\$16.10	\$16.65
Non Contribution Levy (All Other)	Y	\$5.70	\$5.90
<b><i>Waste Servicing</i></b>			
Additional Litter Bin (Daily Fee)	Y	\$21.50	\$22.25
Litter Bin (Seasonal Fee)	Y	\$168.70	\$174.60
Event Litter Collection (per day)	Y	\$393.90	\$407.70
Additional Clearance of Existing Bin (Per Clearance)	Y	\$6.80	\$7.05
<b><i>Toilet Servicing</i></b>			
Toilet Service Fee (Single Clean and Service)	Y	\$67.60	\$70.00
Toilet Service Fee (Half day with attendant)	Y	\$360.00	\$372.60
Toilet Service Fee (Full day with attendant)	Y	\$585.00	\$605.50

## Appendix F: Schedule of Fees and Charges

Description of Fees and Charges	GST Y/N	2011/2012 Adopted Fees incl. GST	2012/2013 Fees incl. GST
<b>Line Marking , Scoring Apparatus and Additional Mowing</b>			
Standard Line Painting with Existing Set Out Per Sports Field	Y	\$315.10	\$326.15
Major Event Line Painting with Existing Set Out Per Sports Field	Y	\$360.00	\$372.60
Standard Line Painting with Existing Set Out Athletics Track	Y	\$360.00	\$372.60
Major Event Line Painting with Existing Set Out Athletics Track	Y	\$360.00	\$372.60
Sports Field Set Out and Initial Line Paint	Y	\$866.00	\$896.30
Scoring Apparatus Off Season Installation (Per Field)	Y	\$563.00	\$582.70
Sports Fields Additional Mow	Y	\$303.00	\$316.60
<b>Deposits and Insurance</b>			
Key Deposit (per key)	N	\$35.00	\$36.25
Sports Fields, POS and Pavilions Security Deposit Reg Low Risk	N	\$500.00	\$517.50
Sports Fields, POS and Pavilions Security Deposit Reg High Risk	N	\$1,000.00	\$1,035.00
Sports Fields, POS and Pavilions Security Deposit Circus	N	\$2,000.00	\$2,070.00
Sports Fields, POS and Pavilions Security Deposit Casual Use	N	\$200.00	\$207.00
Casual Hirers Insurance	Y	\$71.50	\$74.00
<b>OUTDOOR OTHER</b>			
<b>Skate Parks</b>			
Skate Park Daily Hire for Event (No Spectator Fee)	Y	\$56.25	\$58.25
<b>Parks and Public Open Space</b>			
Wedding Ceremony	Y	\$135.20	-
Shepparton South Rotary Club Market (Queens Gardens)	Y	\$2,475.20	\$2,561.83
<b>Victoria Park Lake</b>			
VPL Water Body Seasonal Hire	Y	\$3,300.00	\$3,415.50
VPL Water Body Daily Hire	Y	\$110.00	\$113.85
VPL Water Body Hourly Hire		-	\$11.00
VPL Foreshore Market Daily Hire Per Stall	Y	\$11.00	\$11.40
VPL Commercial Traders Daily Fee	Y	\$11.00	\$11.00

## Appendix F: Schedule of Fees and Charges

Description of Fees and Charges	GST Y/N	2011/2012 Adopted Fees incl. GST	2012/2013 Fees incl. GST
<b>LEISURE SERVICES ** May be varied subject to commercial agreements.</b>			
<i><b>INDOOR – Indoor Sports Facilities - All</b></i>			
Events Daily Cleaning Fee	Y	\$190.40	\$197.10
Call Out Fee	Y	\$58.50	\$60.55
Commercial User Security Deposit	N	\$1,117.80	\$1,156.90
Seasonal User Security Deposit	N	\$558.90	\$578.45
Casual User Security Deposit	N	\$224.10	\$231.92
<i><b>Indoor Sports Facilities - User Charges</b></i>			
Stadium Room Rental - Australian Sports Commission	Y	\$9,621.00	\$9,621.00
Mooroopna Stadium - Jets Lease November 2011 - June 2012	N	\$11,000.00	\$13,200.00
<i><b>Indoor Sports Facilities - Programs</b></i>			
Indoor Sports- Group Fitness	Y	\$5.50	\$5.50
Indoor Sports – Netball - Per Team	Y	-	\$56.00
Indoor Sports - Netball Tournament - Per Team	Y	\$51.00	\$56.00
Social Badminton	Y	\$3.20	\$3.50
Back in the game	Y	\$3.00	\$3.50
<i><b>Indoor Sports Facilities - Shepparton Sports Stadium</b></i>			
<i><b>Table Tennis Hall</b></i>			
Table Tennis Use Hourly Rate	Y	\$41.40	\$42.85
Non Table Tennis Use Hourly Rate	Y	\$55.90	\$57.85
<i><b>Main Sports Courts</b></i>			
1 Court Hourly Rate 8.00a.m. to 5.00p.m. (off peak)	Y	\$22.20	\$22.95
1 Court Hourly Rate 5.00p.m. to midnight (peak)	Y	\$41.40	\$42.85
4 Court Daily Rate - Weekend Foundation User Group	Y	\$559.40	\$579.00
4 Court Daily Rate - Weekend Non Foundation User Group	Y	\$778.70	\$806.00
<i><b>Commercial Use</b></i>			
4 Court Daily Rate	Y	\$1,454.20	\$1,505.10
Commercial Exclusive Daily Rate	Y	\$1,746.10	\$1,807.15
Front Car Park Daily Rate	Y	\$638.10	\$660.40
<i><b>Office Space</b></i>			
Valley Sport Annual Office Rental	N	\$11,012.40	\$11,452.90
Foundation Users Annual Rate/m2	Y	\$151.40	\$156.65
<i><b>Personal Casual Use</b></i>			
Basketball Half Court Hourly Rate	Y	\$2.95	\$3.00
Badminton Court Hourly Rate	Y	\$2.95	\$3.00
Table Tennis Table Hourly Rate	Y	\$2.95	\$3.00
<i><b>Indoor Sports Facilities - Tatura Community Activity Centre (Sports Stadium)</b></i>			
<i><b>Main Court</b></i>			
Hourly Rate 12 a.m. - 5 p.m.	Y	\$21.40	\$22.15
Hourly Rate - 5 p.m. - 12 p.m.	Y	\$33.60	\$34.75
Tatura Primary School Annual Usage Fee	Y	\$996.30	\$890.00

## Appendix F: Schedule of Fees and Charges

Description of Fees and Charges	GST Y/N	2011/2012 Adopted Fees incl. GST	2012/2013 Fees incl. GST
<b>Meeting Room</b>			
Programs and Functions Hourly Hire	Y	\$29.20	\$30.20
<b>Changerooms</b>			
Change Rooms Daily Cleaning Fee	Y	\$33.60	\$34.80
<b>LOCAL LAWS</b>			
<b>Footpath/Pavement Board Advertising</b>			
Footpath Advertising (per year)	N	\$70.00	\$78.00
Goods on display - Street Advertising (per year)	N	\$75.00	\$78.00
Fire Prevention Infringement	N	\$210.00	\$200.00
<b>Liquor</b>			
Liquor Local Law Fines	N	\$210.00	\$200.00
<b>Fines</b>			
Local Law Fines	N	\$210.00	\$200.00
<b>Permits</b>			
Permits – Outdoor dining	N	\$250.00	\$250.00
Permits - consumption of liquor	N	\$43.00	\$45.00
Local Laws events permits - commercial	N	\$43.00	\$45.00
Parking permits in the Mall - temporary	N	\$11.00	\$12.00
Parking permits - Mall - delivery 6 months (single)	N	\$70.00	\$73.00
Parking permits - Mall - delivery 6 months (multiple)	N	\$180.00	\$186.00
Temporary camping permit	N	\$430.00	\$445.00
<b>Bicycles, Roller Blades and Skateboards</b>			
Fines	N	-	\$200.00
<b>Impounded Items</b>			
Impounded items - trolleys, signs etc.	N	\$70.00	\$73.00
Impounded vehicles - release	N	\$280.00	\$290.00
Impounded vehicles - towing	Y	Cost + 10%	Cost + 10%
Sale of Impounded vehicles	Y	\$155.00	\$120.00
<b>PARKING</b>			
<b>Meter Bag Permits - Builder (per bay)</b>			
Per day	Y	\$25.00	\$25.00
Per week	Y	\$100.00	\$100.00
<b>Meter Bag Permits - Promotional (per bay)</b>			
Per day	Y	\$25.00	\$25.00
<b>On Street Parking (per bay)</b>			
Meters (per hour)	Y	\$1.20	\$1.30
<b>Off Street Car Parks - Outer CBD</b>			
Edward Street Car Park	Y	\$1.20	\$1.30
Maude Street Car Park	Y	\$1.20	\$1.30
Fryers Street Car Park	Y	\$1.20	\$1.30
Fryers/Edward Street Car Park	Y	\$1.20	\$1.30
<b>Inner CBD</b>			
Wyndham Mall Car Park	Y	\$1.20	\$1.30
High Street Car Park	Y	\$1.20	\$1.30
Stewart Street Car Park	Y	\$1.20	\$1.30
West Walk Car Park	Y	\$1.20	\$1.30



## Appendix F: Schedule of Fees and Charges

Description of Fees and Charges	GST Y/N	2011/2012 Adopted Fees incl. GST	2012/2013 Fees incl. GST
<b>Fines</b>			
621 - Stopped contrary to a no parking sign	N	\$61.00	\$70.00
701 - Parked - For period longer than indicated	N	\$61.00	\$70.00
702 - Fail to pay fee and obey instructions on sign/meter/ticket etc	N	\$61.00	\$70.00
704 - Stopped on a bicycle parking area	N	\$61.00	\$70.00
705 - Stopped on a motor bike parking area	N	\$61.00	\$70.00
706 - Parked - Contrary to requirement of parking area	N	\$61.00	\$70.00
707 - Parked - Not at an angle of 45°	N	\$61.00	\$70.00
708 - Parked - Not at an angle of 90°	N	\$61.00	\$70.00
711 - Parked - Not completely within a parking bay	N	\$61.00	\$70.00
712 - Parked - Long vehicle exceeding minimum number of bays	N	\$61.00	\$70.00
713 - Parked - Wide vehicle exceeding minimum number of bays	N	\$61.00	\$70.00
<b>PERFORMING ARTS ** May be varied subject to commercial agreements</b>			
Ticket Selling charge, per ticket, Commercial hirer	Y	\$4.70	\$4.90
Ticket Selling charge, per ticket, Community hirer	Y	\$2.35	\$2.45
Commission on merchandise in conjunction with an event	Y	10% or by arrangement	10% or by arrangement
Standard ticket build - Eastbank	Y	-	\$55.00
Standard ticket build - WestSide	Y	-	\$55.00
Ticket build surcharge (over standard) - Eastbank	Y	-	\$25.00
Ticket build surcharge (over standard) - WestSide	Y	-	\$25.00
Ticket printing fee - Eastbank (min 100)	Y	-	\$0.15
Ticket printing fee - WestSide (min 100)	Y	-	\$0.15
Ticket postage and handling	Y	-	\$2.50
Flyer distribution - combined - per 500	Y	-	\$77.00
Flyer distribution - individual - per 500	Y	-	\$220.00
<b>Eastbank Centre: Commercial Hire</b>			
Entire Venue	Y	\$1,850.00	\$1,900.00
Rehearse/Set up (8 hours max)	Y	\$440.00	\$490.00
<b>Main Auditorium/Concert Hall: Commercial Hire</b>			
Per Event/Performance/Concert	Y	\$1,675.00	\$1,730.00
Rehearse/Set up (8 hours max)	Y	\$440.00	\$490.00
Subsequent extra concerts in same day (fee per concert)	Y	\$790.00	\$815.00
NO ENTRY FEE (Schools and educational institutions only. One per year per institution. Rate not further reducible)			
Eastbank Venue layover (lost hire opportunity)	Y	\$330.00	\$390.00
WestSide Venue layover (lost hire opportunity)	Y	\$330.00	\$390.00
<b>Large Function Space (Function Rooms 1 and 2 combined): Commercial Hire</b>			
Per Event	Y	\$1,340.00	\$1,380.00
Half day Meeting (Bus hours up to max 3 hours)	Y	\$735.00	\$760.00

## Appendix F: Schedule of Fees and Charges

Description of Fees and Charges	GST Y/N	2011/2012 Adopted Fees incl. GST	2012/2013 Fees incl. GST
<b>Small Function Space (Function Rooms 1 or 2 alone): Commercial Hire</b>			
Per Event	Y	\$780.00	\$800.00
Half day Meeting (Bus hours up to max 3 hours)	Y	\$375.00	\$385.00
<b>Alex Rigg Meeting Rooms (Eastbank First Floor): Commercial Hire</b>			
Meeting/Speaker/Function (One room)	Y	\$165.00	\$165.00
Meeting/Speaker/Function (Two rooms)	Y	\$305.00	\$315.00
<b>Westside Performing Arts Centre - The Theatre (Auditorium and Foyer): Commercial Hire</b>			
Performance/Concert	Y	\$1,250.00	\$1,290.00
Subsequent extra concerts in same day (per concert)	Y	\$640.00	\$660.00
Rehearsal Week Day (up to 8hrs)	Y	\$440.00	\$490.00
<b>Eastbank Centre: Community Hire</b>			
Entire Venue	Y	\$1,355.00	\$1,390.00
Rehearse/Set up (8hrs max)	Y	\$375.00	\$415.00
Hire of Eastbank (all areas) Schools Rate	Y	\$1,175.00	\$1,210.00
<b>Main Auditorium/Concert Hall: Community Hire</b>			
Per Event/Performance/Concert	Y	\$1,220.00	\$1,260.00
Rehearse/Set up (8 hrs max)	Y	\$375.00	\$415.00
Subsequent extra concerts in same day (fee per concert)	Y	\$740.00	\$765.00
<b>Large Function Space (Function Rooms 1 and 2 combined): Community Hire</b>			
Per event	Y	\$970.00	\$1,000.00
<b>Small Function Space (Function Rooms 1 or 2 alone): Community Hire</b>			
Per event	Y	\$580.00	\$590.00
<b>Alex Rigg Meeting Rooms (Eastbank First Floor): Community Hire</b>			
Meeting/Speaker/Function (One room) Small	Y	\$125.00	\$90.00
Meeting/Speaker/Function (Two rooms) Medium	Y	\$240.00	\$180.00
<b>Westside Performing Arts Centre: Community Hire The Theatre: (Auditorium and Foyer)</b>			
Performance/Concert	Y	\$920.00	\$950.00
Subsequent extra concerts in same day (fee per concert)	Y	\$590.00	\$590.00
Rehearsal (up to 8hrs)	Y	\$375.00	\$415.00
<b>Eastbank Centre: Schools Hire</b>			
Entire Venue	Y	\$1,290.00	\$1,330.00
Rehearse/Set up (8hrs max)	Y	\$330.00	\$365.00
<b>Main Auditorium/Concert Hall: Schools Hire</b>			
Per Event/Performance/Concert	Y	\$1,190.00	\$1,230.00
Rehearse/Set up (8 hrs max)	Y	\$330.00	\$365.00
Subsequent extra concerts in same day (fee per concert)	Y	\$715.00	\$715.00
Speech night/Graduation (NO ENTRY FEE TO BE CHARGED BY HIRER) (Schools and educational institutions only. One year per institution. Rate not further reducible)	Y	\$745.00	\$770.00
<b>Large Function Space (Function Rooms 1 and 2 combined): Schools Hire</b>			
Per event	Y	\$930.00	\$960.00

## Appendix F: Schedule of Fees and Charges

Description of Fees and Charges	GST Y/N	2011/2012 Adopted Fees incl. GST	2012/2013 Fees incl. GST
<b>Small Function Space (Function Rooms 1 or 2 alone): Schools Hire</b>			
Per event	Y	\$545.00	\$560.00
<b>Alex Rigg Meeting Rooms (Eastbank First Floor): Schools Hire</b>			
Meeting/Speaker/Function (One room) Small	Y	\$115.00	\$90.00
Meeting/Speaker/Function (Two rooms) Medium	Y	\$230.00	\$180.00
<b>Westside Performing Arts Centre: Schools Hire The Theatre: (Auditorium and Foyer)</b>			
Performance/Concert	Y	\$870.00	\$895.00
Subsequent extra concerts in same day (fee per concert)	Y	\$590.00	\$590.00
Rehearsal (up to 8hrs)	Y	\$330.00	\$365.00
<b>SALEYARDS - (Effective 1 January 2013)</b>			
<b>Yard Dues</b>			
Bulls (per head)	Y	\$17.00	\$17.90
Sheep (per head)	Y	\$0.69	\$0.80
<b>Cattle (per head)</b>			
- Cattle Weighed: Singles (per head)	Y	\$11.89	\$12.52
- Cattle Weighed: 2 - 5 head (per head)	Y	\$10.05	\$10.58
- Cattle Weighed: 6+ head (per head)	Y	\$10.05	\$8.55
- Cattle Unweighed (per head - Sale Day Only)	Y	\$10.40	\$10.95
- Cattle Unweighed (per head - Special/Store Sale)	Y	\$9.45	\$9.95
- Calves Ordinary Monday Sale (per head)	Y	\$2.48	\$2.61
<b>Selling Fees</b>			
Ordinary Sales (each) plus per head fees below	Y	\$114.18	\$120.18
Special Sales (each) plus per head fees below.	Y	\$188.67	\$198.61
- Plus bulls (per head)	Y	\$1.76	\$1.85
- Plus cattle (per head)	Y	\$0.90	\$0.95
- Plus calves (per head)	Y	\$0.35	\$0.37
- Plus sheep (per head)	Y	\$0.12	\$0.13
<b>Misc Charges</b>			
Office Rent (per annum)	Y	\$2,000.00	\$2,000.00
Private scanning of cattle (per head)	Y	\$2.88	\$3.03
Private Use of Yards for holding stock non-sale days (per head per day)	Y	\$1.84	\$1.94
Private Use of Yards for holding stock sale days (per head per day)	Y	\$4.98	\$5.24
Private weighing of Cattle (per head)	Y	\$6.95	\$4.37
Private weighing including scanning of Cattle (per head)	Y	\$2.88	\$7.32
Calves sold on cattle sale day i.e. Tuesday (per head)	Y	\$3.40	\$3.58

## Appendix F: Schedule of Fees and Charges

Description of Fees and Charges	GST Y/N	2011/2012 Adopted Fees incl. GST	2012/2013 Fees incl. GST
<b>SHEPPARTON SHOWGROUNDS ** May be varied subject to commercial agreements</b>			
Shepparton Showgrounds Macintosh Centre	Y	\$616.00	\$635.00
Shepparton Showgrounds Grandstand Function Room	Y	\$260.00	\$260.00
Shepparton Showgrounds Site Daily Use	Y	\$1,850.00	\$1,850.00
McIntosh Centre Kitchen	Y	\$206.00	\$210.00
McIntosh Exhibition foyer	Y	\$335.00	\$345.00
Shepparton Showgrounds McIntosh Centre - Full Facility	N	\$700.00	\$775.00
Carpet Hire per sq metre	Y	\$4.20	\$4.20
Shepparton Showgrounds Arena - Commercial Use	Y	\$460.00	\$475.00
Trestle Table Hire (each)	Y	\$6.00	\$6.00
Shepparton Showgrounds - New exhibition building	Y	\$2,000.00	\$2,000.00
Shepparton Showgrounds - Hardstand	Y	\$200.00	\$205.00
Shepparton Showgrounds - Acoustic Curtain	Y	\$450.00	\$450.00
Shepparton Showgrounds - Hire of Portable Stage	Y	\$80.00	\$80.00
<b>TATURA PARK ** May be varied subject to commercial agreements</b>			
<b>Blackmore and Leslie Indoor Arena</b>			
Major events per day	Y	\$410.00	\$410.00
Horse clinics per day	Y	\$350.20	\$350.20
Per Hour Casual Hire	Y	\$68.00	\$68.00
<b>Outdoor Arena</b>			
Per Day	Y	\$330.00	\$330.00
<b>Outdoor Sand Arena</b>			
Per Day	Y	\$260.00	\$260.00
Per Day if used in conjunction with Indoor Arena	Y	\$141.60	\$141.60
Per Hour Casual Hire	Y	\$56.65	\$56.65
<b>Stables</b>			
Per Day	Y	\$14.00	\$14.00
Overnight	Y	\$18.00	\$18.00
<b>Camping</b>			
Powered Site (per day)	Y	\$13.00	\$13.00
Unpowered Site (per day)	Y	\$7.20	\$7.20
<b>Seasonal Rentals</b>			
Agricultural Society	Y	\$499.50	\$500.00
<b>Wilson Hall</b>			
Wilson Hall casual rental	Y	\$100.10	\$110.00
Hire of Eastern Oval Meeting Room	Y	\$85.00	\$90.00
<b>TOURISM</b>			
<b>Mooving Art</b>			
Sponsorship of MoovingArt Cow	Y	\$1,100.00	\$1,100.00

## Appendix F: Schedule of Fees and Charges

Description of Fees and Charges	GST Y/N	2011/2012 Adopted Fees incl. GST	2012/2013 Fees incl. GST
<b>WASTE MANAGEMENT</b>			
<i>Transfer Stations (per cubic metre)</i>			
Municipal Waste	Y	\$31.00	\$34.00
Industrial/Commercial waste	Y	\$47.00	\$51.00
Organics waste	Y	\$16.00	\$18.00
Concrete waste	Y	\$22.00	\$22.00
Plaster waste	Y	\$22.00	\$22.00
Recycled concrete sales (Transfer Stations)	Y	\$18.00	\$18.00
Recycled brick sales (Transfer Stations)	Y	\$20.00	\$20.00
Mulch sales (Transfer Stations)	Y	\$6.00	\$6.00
Mattress disposal (Transfer Stations)	Y	\$21.00	\$21.00
e- waste disposal (Transfer Stations)	Y	\$5.00	\$5.00
Upsize kerbside waste bin (Kerbside services)	Y	\$28.00	\$29.00
Minimum Charge	Y	\$7.00	\$9.00
Cancellation of non-compulsory waste/recycling/organics bin	Y	\$28.00	\$29.00
<i>Cosgrove Landfill (per cubic metre)</i>			
Municipal Waste	Y	\$25.00	\$27.00
Industrial/Commercial waste	Y	\$44.00	\$47.00
<i>Cosgrove Landfill (per tonne)</i>			
Municipal Waste	Y	\$75.00	\$82.00
Industrial/Commercial waste	Y	\$101.00	\$130.00
Prescribed waste	Y	\$166.00	\$172.00
<i>Tyres (each)</i>			
Car/motorbike tyre (clean)	Y	\$3.00	\$3.00
Car/motorbike tyre (dirty)	Y	\$4.00	\$4.00
Car/motorbike tyre (with rim)	Y	\$4.00	\$4.00
Forklift tyre	Y	\$18.00	\$18.00
Go-cart tyre	Y	\$2.00	\$2.00
Four wheel motorbike	Y	\$5.00	\$5.00
Light truck (17" rim)	Y	\$6.00	\$6.00
Truck (clean)	Y	\$13.00	\$13.00
Truck (dirty)	Y	\$14.00	\$14.00
Truck (with rim)	Y	\$16.00	\$16.00
Tractor	Y	\$80.00	\$80.00
<i>General</i>			
Cardboard (commercial customers)	Y	\$6.00	\$6.00
Earthmoving (up to 1.0m)	Y	POA	POA
Earthmoving (1.0 to 1.5m)	Y	POA	POA
Earthmoving (1.5 to 2.0m)	Y	POA	POA
Scraper	Y	POA	POA
<i>Local Law No. 1 (Fee)</i>			
Using litter bin for unauthorised waste	N	\$120.00	\$122.15
Replacement of waste/recycling/organics bin	Y	\$107.00	\$110.00

## Appendix F: Schedule of Fees and Charges

Description of Fees and Charges	GST Y/N	2011/2012 Adopted Fees incl. GST	2012/2013 Fees incl. GST
<b>BUILDING</b>			
<i>Information provided to Private Building Surveyors</i>			
Flooding/Floor level/legal point of discharge and Planning/Sitting	N	\$54.35	\$65.75
Bushfire prone area, termites, gust speed, land drainage etc.	N	\$43.45	\$45.35
<i>Lodging of documents - S30 of the Act (Reg. 2.16)</i>			
Classes 1 and 10	N	\$33.30	\$34.00
Other Classes	N	\$33.30	\$34.00
Demolition Report and Consent - Section 29A	N	\$54.35	\$56.75
Preceding 10 Years	N	\$133.20	\$136.05
Beyond 10 Years	N	\$44.40	\$45.35
<b>CORPORATE SERVICES</b>			
Freedom of Information requests - Application Fee	N	\$23.90	\$24.40
Land Information certificates (per rates assessment)	N	\$20.00	\$20.00
<b>HEALTH</b>			
<i>Registered Premises</i>			
Transfer of registration Certificate - CP	N	\$59.75	\$62.50
0-25 total ST and LT sites, Maximum Fee Units 17, Maximum Fee 3 years \$212.50	N	\$67.70	\$70.83
26-50 total ST and LT sites, Maximum Fee Units 34, Maximum Fee 3 years \$424.00	N	\$135.40	\$141.66
51-75 total ST and LT sites, Maximum Fee Units 51, Maximum Fee 3 years \$637.50	N	\$203.15	\$212.50
76-100 total ST and LT sites, Maximum Fee Units 68, Maximum Fee 3 years \$850.00	N	\$270.90	\$283.33
101-125 total ST and LT sites, Maximum Fee Units 85, Maximum Fee 3 years \$1,062.50	N	\$338.60	\$354.16
126-150 total ST and LT sites, Maximum Fee Units 103, Maximum Fee 3 years \$1,287.50	N	\$410.30	\$429.16
151-175 total ST and LT sites, Maximum Fee Units 120, Maximum Fee 3 years \$1,500.00	N	\$478.00	\$500.00
176-200 total ST and LT sites, Maximum Fee Units 137, Maximum Fee 3 years \$1,712.50	N	\$545.70	\$570.83
201-225 total ST and LT sites, Maximum Fee Units 154, Maximum Fee 3 years \$1,925.00	N	\$613.40	\$641.66
226-250 total ST and LT sites, Maximum Fee Units 171, Maximum Fee 3 years \$2,137.50	N	\$681.15	\$712.50
251-275 total ST and LT sites, Maximum Fee Units 188, Maximum Fee 3 years \$2,350.00	N	\$748.90	\$783.33
276-300 total ST and LT sites, Maximum Fee Units 205, Maximum Fee 3 years \$2,562.50	N	\$816.60	\$854.16

## Appendix F: Schedule of Fees and Charges

Description of Fees and Charges	GST Y/N	2011/2012 Adopted Fees incl. GST	2012/2013 Fees incl. GST
<b>PARKING</b>			
<i>Permits</i>			
Annual Parking Permit (designated car parks)	Y	\$1,232.00	\$1,232.00
<i>Fines</i>			
620 - Stopped in a slip lane	N	\$122.00	\$141.00
622 - Parallel parking in a road related area	N	\$73.00	\$85.00
623 - Stopped on a painted island	N	\$73.00	\$85.00
625 - Parked less than 3m from dividing line/strip	N	\$73.00	\$85.00
626 - Stopped on/across driveway or other way of access	N	\$73.00	\$85.00
627 - Stopped on a road 10m before/after safety zone	N	\$73.00	\$85.00
715 - Stopped - On a marked foot crossing	N	\$73.00	\$85.00
716 - Stopped - Within 10m before marked foot crossing	N	\$73.00	\$85.00
717 - Stopped - Within 3m after marked foot crossing	N	\$73.00	\$85.00
718 - Stopped - Within 10m before bicycle crossing lights	N	\$73.00	\$85.00
719 - Stopped - Within 3m after bicycle crossing lights	N	\$73.00	\$85.00
720 - Stopped - In a loading zone	N	\$122.00	\$141.00
721 - Stopped - In a loading zone longer than 30 minutes	N	\$122.00	\$141.00
722 - Stopped - In a loading zone longer than indicated time	N	\$122.00	\$141.00
723 - Stopped - In a truck zone	N	\$73.00	\$85.00
724 - Stopped - In a mail zone	N	\$73.00	\$85.00
725 - Stopped - In a works zone	N	\$73.00	\$85.00
726 - Stopped - In a taxi zone	N	\$73.00	\$85.00
727 - Stopped - In a bus zone	N	\$73.00	\$85.00
728 - Stopped - In a permit zone	N	\$73.00	\$85.00
729 - Stopped - Double Parked	N	\$73.00	\$85.00
730 - Stopped - Within 1m of fire hydrant	N	\$73.00	\$85.00
731 - Stopped - Within 1m of fire hydrant indicator	N	\$73.00	\$85.00
732 - Stopped - Within 1m of fire plug indicator	N	\$73.00	\$85.00
733 - Stopped - On a bus stop	N	\$73.00	\$85.00
734 - Stopped - Within 20m before a bus stop	N	\$73.00	\$85.00
735 - Stopped - Within 10m after a bus stop	N	\$73.00	\$85.00
736 - Stopped - On a bicycle path	N	\$73.00	\$85.00
737 - Stopped - On a footpath	N	\$73.00	\$85.00
738 - Stopped - On a shared path	N	\$73.00	\$85.00
739 - Stopped - On a dividing strip	N	\$73.00	\$85.00
740 - Stopped - On a nature strip	N	\$73.00	\$85.00
741 - Stopped - Within 3m public post-box	N	\$73.00	\$85.00
742 - Stopped - Within 20m of intersection with traffic lights	N	\$73.00	\$85.00
745 - Parked - Not facing direction of travel	N	\$73.00	\$85.00
746 - Parked - Not parallel to far left side of two-way road	N	\$73.00	\$85.00
747 - Parked - Not as near as practicable to far left side of 2-way road	N	\$73.00	\$85.00
748 - Parked - Not parallel to far left side of one-way road	N	\$73.00	\$85.00
749 - Parked - Not parallel to far right side of one way road	N	\$73.00	\$85.00

## Appendix F: Schedule of Fees and Charges

Description of Fees and Charges	GST Y/N	2011/2012 Adopted Fees incl. GST	2012/2013 Fees incl. GST
750 - Parked - Not as near as practicable to far left side of 1-way road	N	\$73.00	\$85.00
751 - Parked - Not as near as practicable to far right side of 1-way road	N	\$73.00	\$85.00
752 - Parked - Less than 1m from other vehicle	N	\$73.00	\$85.00
754 - Parked - Fail to leave 3m of road for other vehicle to pass	N	\$73.00	\$85.00
755 - Parked - Unreasonably obstructing the path of vehicles	N	\$73.00	\$85.00
756 - Parked - Unreasonably obstructing the path of pedestrians	N	\$73.00	\$85.00
758 - Next to a yellow edge line	N	\$73.00	\$85.00
759 - Stopped - On a level crossing	N	\$73.00	\$85.00
760 - Stopped - Within 20m before level crossing	N	\$73.00	\$85.00
761 - Stopped - Within 20m after level crossing	N	\$73.00	\$85.00
762 - Stopped - On a freeway	N	\$73.00	\$85.00
763 - Stopped - In an emergency stopping lane	N	\$73.00	\$85.00
764 - Stopped - In a bus lane	N	\$73.00	\$85.00
765 - Stopped - In a transit lane	N	\$73.00	\$85.00
766 - Stopped - In a truck lane	N	\$73.00	\$85.00
769 - Stopped - In a shared zone	N	\$73.00	\$85.00
770 - Stopped - In a safety zone	N	\$73.00	\$85.00
771 - Stopped - Within 10m before a safety zone	N	\$73.00	\$85.00
772 - Stopped - Within 10m after a safety zone	N	\$73.00	\$85.00
773 - Stopped - Near an obstruction	N	\$73.00	\$85.00
774 - Stopped - On bridge or similar structure - width less than approach road	N	\$73.00	\$85.00
775 - Stopped - In a tunnel with width less than approach road	N	\$73.00	\$85.00
776 - Stopped - In an underpass with width less than approach road	N	\$73.00	\$85.00
777 - Stopped - On a crest not in a built-up area	N	\$73.00	\$85.00
778 - Stopped - Near a crest not in a built-up area	N	\$73.00	\$85.00
779 - Stopped - On a curve not in a built up area	N	\$73.00	\$85.00
780 - Stopped - Near a curve not in a built up area	N	\$73.00	\$85.00
781 - Stopped - Obstruct access to a footpath	N	\$73.00	\$85.00
782 - Stopped - Obstruct access to bicycle path	N	\$73.00	\$85.00
783 - Stopped - Obstruct access to a passageway	N	\$73.00	\$85.00
784 - Stopped - Obstruct access from a footpath	N	\$73.00	\$85.00
785 - Stopped - Obstruct access from a bicycle path	N	\$73.00	\$85.00
786 - Stopped - Obstruct access from a passageway	N	\$73.00	\$85.00
787 - Stopped - Heavy vehicle not on shoulder of road	N	\$73.00	\$85.00
788 - Stopped - Long vehicle not on shoulder of road	N	\$73.00	\$85.00
789 - Stopped - Heavy vehicle in built up area longer than 1 hour	N	\$73.00	\$85.00
790 - Stopped - Long vehicle in built up area longer than 1 hour	N	\$73.00	\$85.00
791 - Stopped - Clearance and side marker lights not effective and visible	N	\$73.00	\$85.00



## Appendix F: Schedule of Fees and Charges

Description of Fees and Charges	GST Y/N	2011/2012 Adopted Fees incl. GST	2012/2013 Fees incl. GST
793 - Stopped - In a no standing area	N	\$122.00	\$141.00
794 - Stopped - On a children's crossing	N	\$122.00	\$141.00
795 - Stopped - Within 20m before children's crossing	N	\$122.00	\$141.00
796 - Stopped - Within 10m after children's crossing	N	\$122.00	\$141.00
797 - Stopped - On a pedestrian's crossing	N	\$122.00	\$141.00
798 - Stopped - Within 20m before pedestrian's crossing	N	\$122.00	\$141.00
799 - Stopped - Within 10m after pedestrian's crossing	N	\$122.00	\$141.00
800 - Stopped - On a clearway	N	\$122.00	\$141.00
803 - Stopped In a parking area for people with disabilities	N	\$122.00	\$141.00
804 - Stopped - Within 10m of intersection	N	\$122.00	\$141.00
805 - Stopped - Within an intersection	N	\$122.00	\$141.00
807 - Disobey direction to move vehicle from disabled parking	N	\$122.00	\$141.00
<b>PLANNING</b>			
Request for Copies of Planning Permit and Plans	Y	\$50.00	\$50.00
<b>Amendments to Planning Schemes:</b>			
Considering a request to amend a planning scheme; and taking action required by Division 1 of Part 3 of the Planning and Environment Act: considering any submissions that do not seek a change to the amendment and if applicable, abandoning the amendment.	N	\$798.00	\$798.00
Considering submissions which seek a change to an amendment, and where necessary referring the submissions to a panel, providing assistance to a panel, making a submission to a panel and considering the report in accordance with Section 27.	N	\$798.00	\$798.00
Adopting an amendment or a part of an amendment; and Submitting the amendment for approval	N	\$524.00	\$524.00
Considering a request to approve an amendment, and giving notice of approval of an amendment by the proponent to the Minister.	N	\$798.00	\$798.00
<b>Planning Permit Applications:</b>			
Change of Use	N	\$502.00	\$502.00
<b>Planning Permit Applications: Single Dwellings OR Dependent Persons Units</b>			
<b>Development Value -</b>			
\$10,001 - \$100,000	N	\$239.00	\$239.00
Greater than \$100,000	N	\$490.00	\$490.00
<b>Planning Permit Applications: Development Other</b>			
<b>Development Value -</b>			
\$0 - \$10,000	N	\$102.00	\$102.00
\$10,001 - \$250,000	N	\$604.00	\$604.00
\$250,001 - \$500,000	N	\$707.00	\$708.00
\$500,001 - \$1,000,000	N	\$815.00	\$815.00
\$1,000,001 - \$7,000,000	N	\$1,153.00	\$1,153.00
\$7,000,001 - \$10,000,000	N	\$4,837.00	\$4,837.00
\$10,000,001 - \$50,000,000	N	\$8,064.00	\$8,064.00
Greater than \$50,000,000	N	\$16,130.00	\$16,130.00

## Appendix F: Schedule of Fees and Charges

Description of Fees and Charges	GST Y/N	2011/2012 Adopted Fees incl. GST	2012/2013 Fees incl. GST
<b><i>Planning Permit Applications: Subdivisions</i></b>			
Subdivision of a building/s (existing or proposed)	N	\$386.00	\$386.00
Subdivision into two lots only	N	\$386.00	\$386.00
Boundary realignments and consolidations of land	N	\$386.00	\$386.00
Other	N	\$781.00	\$781.00
<b><i>Planning Permit Applications:</i></b>			
Remove a restriction within the meaning of the Subdivision Act 1988, in the circumstances described in section 47(2) of the Act 1987.	N	\$249.00	\$249.00
<b><i>Planning Permit Applications:</i></b>			
Class 1: To create, vary or remove a restriction within the meaning of the Subdivision Act 1988; or to create or remove a right of way	N	\$541.00	\$541.00
Class 2: To create, vary or remove an easement within the meaning of the Subdivision Act 1988; or to vary or remove a condition in the nature of an easement in a Crown grant	N	\$404.00	\$404.00
<b><i>Combined Planning Permit Applications</i></b>			
Application to amend a permit - Class 1	N	\$502.00	\$502.00
Application to amend a permit - Class 2	N	\$502.00	\$502.00
Application to amend a permit - Class 3	N	\$239.00	\$239.00
Application to amend a permit - Class 4	N	\$490.00	\$490.00
Application to amend a permit - Class 5	N	\$102.00	\$102.00
Application to amend a permit - Class 6	N	\$604.00	\$604.00
Application to amend a permit - Class 7	N	\$707.00	\$707.00
Application to amend a permit - Class 8	N	\$815.00	\$815.00
Application to amend a permit - Class 8A(1) Amend an application for a permit after notice has been given	N	\$102.00	\$102.00
Application to amend a permit - Class 8A(2) Amend an application to amend for a permit after notice has been given	N	\$102.00	\$102.00
Application to amend a permit - Class 9	N	\$386.00	\$386.00
<b><i>Where the matter relates to a condition of permit</i></b>			
** Certificate of Compliance	N	\$147.00	\$147.00
** Certification of Whole Farm Plans	N	\$285.00	-
** Amendment to Planning Application/Plans	N	\$102.00	\$102.00
** Extension of time to Planning Applications	N	\$102.00	\$102.00
** Prices subject to change in accordance with changes to the regulations of the Planning and Environment Act 1987.			
<b><i>Subdivision Act</i></b>			
Public Open Space Contributions	N	\$0.05	-
Supervision Fee	N	\$0.03	-
Engineering Design Checking Fees	N	\$0.01	-
Certification of consolidation of plans	N	\$100.00	\$100.00
Certification and SOC of subdivision	N	\$100.00	\$100.00
Plus \$20 for each lot within the subdivision	N	\$20.00	\$20.00

## Appendix F: Schedule of Fees and Charges

Description of Fees and Charges	GST Y/N	2011/2012 Adopted Fees incl. GST	2012/2013 Fees incl. GST
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### Statutory Fees and Charges - Banded

(Fees and Charges set by statute providing Council the authority to set a price within a given range)

<b>AGED AND DISABILITY SERVICES</b>			
<i>Aged Services Programs</i>			
Planned Activity Group (Program attendance)	N	\$9.35	\$9.70
Community Meals	N	\$8.20	\$8.50
Meals on Wheels	N	\$8.20	\$8.50
Meals on Wheels - Frozen	N	\$8.20	\$8.50
<i>Low Income Range</i>			
Household Assistance (per hour)	N	\$5.50	\$5.70
Personal Care (per hour)	N	\$4.05	\$4.20
Respite Care (per hour)	N	\$2.70	\$2.80
Home Maintenance (per hour)	N	\$10.95	\$11.40
<i>Medium Income Range</i>			
Household Assistance (per hour)	N	\$13.60	\$14.15
Personal Care (per hour)	N	\$8.20	\$8.50
Respite Care (per hour)	N	\$4.05	\$4.20
Home Maintenance (per hour)	N	\$16.30	\$16.95
<i>High Income Range</i>			
Household Assistance (per hour)	N	\$29.65	\$30.85
Personal Care (per hour)	N	\$33.80	\$35.15
Respite Care (per hour)	N	\$30.60	\$31.80
Home Maintenance (per hour)	N	\$47.85	\$49.75
<b>BUILDING</b>			
Council Report and Consent	N	\$144.00	\$150.00

## Appendix G: Amendments to the 2012/2013 Budget

This appendix identifies the changes made to the 2012/2013 Budget document following the public display period for the 2012/2013 Draft Budget.

### Operating Budget

- Reduction in total declared rates and charges of two per cent to 3.95 per cent which requires a reduction of \$1.078 million in expenditure.  
Changes reflected in this budget are:
  - Additional grants commission funding \$100,000
  - Additional interest revenue \$50,000
  - Reduction in attraction investment brochure \$10,000
  - Increase in gate charges for commercial/industrial users of landfill (net) \$318,000
  - CAPITAL – Reduction in Vibert Reserve Project \$50,000
  - CAPITAL – Delaying the GV Regional Library development (net cost) \$375,000
  - CAPITAL – reduction in renewal funds for roads \$175,374**TOTAL \$1,078,374**
- Reduction in operating income for Grants Commission funding of \$5.34m in 2012/2013, due to early receipt of first and second instalment in June 2012. The same amount has been reflected in an increase to forecasted income in 2011/2012.

### Capital Budget

- Inclusion of 2011/2012 unfinished capital projects to be carried forward in the amount of \$2.81 million
- Inclusion of a further \$2 million income and corresponding \$1.81m of expenditure for the associated flood mitigation works for the Building Better Regional Cities project.
- Adjustment for capital items reflected above linked with reduction in declared rates and charges.

### Balance Sheet

- Inclusion of \$2.0m in the 2011/2012 forecast income for the receipt of the Building Better Regional Cities grant.

### Schedule of Fees and Charges

- Cosgrove Commercial/Industrial has been increased to \$130.00 per tonne (2011/2012 - \$101.00 per tonne).
- Inclusion of Permits – Outdoor Dining fee \$250.00 (2011/2012 - \$250.00)

## Attachment 1 – Tables of Recommendations

	PRE-INTERIM (PRE-2008) CONTROLS		INTERIM (25/9/08) CONTROLS	
	Minimum lot size for subdivision	Minimum lot size for as of right dwelling	Minimum lot size for subdivision	Minimum lot size for as of right dwelling
<b>Intensive agriculture</b>	20ha	10ha	100ha	100ha
<b>Intensive rural</b>	40ha or 20ha (Clause 22.01)	40ha	100ha	100ha
<b>Broadacre</b>	80ha	80ha	250ha	250ha

	EXHIBITED (12/2/11 - 14/4/11) CONTROLS		COUNCIL POSITION AT HEARING (5/10/11)	
	Minimum lot size for subdivision	Minimum lot size for as of right dwelling	Minimum lot size for subdivision	Minimum lot size for as of right dwelling
<b>FZ1</b>	<b>Dryland</b>	250ha	40ha	40ha
	<b>Irrigated</b>	100ha	40ha	40ha
<b>FZ2</b>	<b>Dryland</b>	160ha	40ha	40ha
	<b>Irrigated</b>	40ha	40ha	40ha
<b>FZ3</b>	None specified (40ha default)	None specified (40ha default)	40ha	40ha

PANEL RECOMMENDATIONS (27/3/12) FOR IMMEDIATE ADOPTION			LONG TERM PANEL RECOMMENDATIONS (27/3/12)		
	Minimum lot size for subdivision	Minimum lot size for as of right dwelling		Minimum lot size for subdivision	Minimum lot size for as of right dwelling
<b>FZ1 (Growth &amp; consolidation)</b>	<b>Dryland</b>	100ha	<b>FZ1 Dryland</b>	100ha	120ha
	<b>Irrigated</b>	50ha	<b>FZ2 Horticulture</b>	<i>*subject to further investigations</i>	25ha
<b>FZ2 (Niche)</b>	40ha default	40ha default	<b>FZ3 Other irrigated</b>	50ha	70ha
			<b>FZ4 Fragmented</b>	40ha default	40ha default

PANEL RECOMMENDATIONS (27/3/12) FOR ADOPTION WITHOUT IRRIGATED / DRY LAND DELINEATION		
	Minimum lot size for subdivision	Minimum lot size for as of right dwelling
<b>FZ1 – Growth &amp; Consolidation</b>	60ha	80ha
<b>FZ2 – Niche</b>	40ha default	40ha default

## **SUMMARY OF PANEL RECOMMENDATIONS FOR C121:**

*Please note:*

*Recommendations 1, 14, 19, 20, 27 and 28 are not relevant to the Greater Shepparton Planning Scheme and relate only to Moira Shire and/or the Shire of Campaspe Schemes.*

1. Correct the reference to the Loddon-Murray North Regional Plan in the Campaspe Municipal Strategic Statement.
2. Delete the reference '*Planning Controls for Earthworks on the Goulburn Broken Catchment- Operation and technical Guidelines*) M.A.S.N.V. November 1997' and replace with '*Earthworks Controls in the Shepparton Irrigation Region – Discussion and Options Paper (August 2010)*' in the Campaspe, Moira and Greater Shepparton Municipal Strategic Statements.
3. Revise the relevant clauses of the Municipal Strategic Statements and the schedule to the proposed Environmental Significance Overlays as suggested by Goulburn Murray Water.
4. Subject to subsequent recommendations, edit the exhibited Amendment documentation to reduce repetition and enhance policy guidance as illustrated in revisions circulated by the Councils after the Hearing.

### **Farming Zone**

5. Delete the distinction between Farming Zone 1, Farming Zone 2 and Farming Zone 3 in excision provisions.
6. Avoid the creation of opportunities for additional dwellings in the Farming Zone as a result of excision by including policy to the following effect:

*'Excisions of house lots should not create any additional entitlement(s) for a dwelling or dwellings without a planning permit.*

and

*The approval of excisions of house lots is contingent on a Section 173 agreement under the Planning and Environment Act 1987 being entered into prohibiting a house and further subdivision on:*

- *A residual lot created as a result of a house lot excision;*
- *A new lot that incorporates the residual lot after a house lot excision unless a house was as-of right before consolidation with the residual land.'*

Pending the implementation of subsequent Panel recommendations relating to alternative Farming Zone provisions set out in Recommendation 20 below:

7. Consolidate the exhibited Farming Zone 1 and 2 and rename these areas Farming Zone 1 Growth and Consolidation.
8. Consolidate Local Planning Policy Framework content relating to the exhibited Farming Zone 1 and 2 under a renamed FZ1 Growth and Consolidation.

9. Maintain the delineation of dryland and irrigated areas that apply in the current interim controls (with consolidation of the irrigated areas in Greater Shepparton and Moira).
10. In the renamed Farming Zone 1 Growth and Consolidation:
  - In dryland areas adopt 100ha as the minimum subdivision lot size and 120 ha as the lot size at which a dwelling requires a permit (i.e. the dryland provisions recommended below).
  - In irrigated areas adopt a 50ha minimum subdivision lot size and 70 ha as the lot size at which a dwelling requires a permit (i.e. the other irrigated area dwelling permit trigger suggested below).
11. Renumber the Farming Zone Niche from FZ3 to FZ2.
12. Revise policy guidance in the Local Planning Policy Frameworks of the three planning schemes relating to the development of dwellings in the Farming Zone to the effect illustrated in the annotated example of the Campaspe C22.01 policy in Appendix C.
13. Rezone land at 137 Riverview Drive Shepparton to accord with the zoning of the adjoining land where analysis associated with Amendment C23 does not justify the application of the Urban Flood Zone (UFZ).

#### **Rural Activity Zone**

14. Adopt the post-exhibition extension of the Rural Activity Zone towards the Torrumbarry township as support by Campaspe Shire Council at the Hearing but with the addition of 165 Young Road, Torrumbarry (the subject of Submission C37).
15. Adopt the post-hearing revisions to the Rural Activity Zone policy but with the following additional change:

*‘Dwellings not associated or required for the agricultural or tourism use of the land are strongly discouraged’.*

#### **Rural Conservation Zone and Environmental Significance Overlay**

16. Delete the exhibited proposed Rural Conservation Zone from the land at Dookie, to the west of Murchison and around Rushworth.
17. Amend the Greater Shepparton Planning Scheme to the following effect:

*In Clause 21.05-1 add ‘The RRLUS identifies land of high conservation value south and west of Murchison and the Dookie Hills and recommends the application of the Rural Conservation Zone to the land. This will be addressed through further strategic work to determine the appropriate Zone or Overlay to achieve the conservation outcomes envisioned in the strategy’ (as proposed by Council).*
18. Amend the exhibited Schedule to the Environmental Significance Overlay to be numbered (ESO1) and shown on planning scheme maps in the Campaspe Planning Scheme.
19. Correct the mapping of the boundary of ESO2 in the Moira Planning Scheme to align with the LSIO in areas adjacent to the Murray River; and to extend to approximately 100 metres from the river if the LSIO boundary is less than 100m from the river.

## Further Strategic Work

20. Identify the following Further Strategic Work in the Campaspe Municipal Strategic Statement:

*Determine the appropriate Zone or Overlay to achieve the conservation outcomes envisioned in the RRLUS around Rushworth.*

*Determine the appropriate Zone or Overlay to achieve the conservation objectives for the Northern Plains Grasslands in consultation with the Department of Sustainability and Environment.*

*Undertake a Shire-wide Rural Living Land Review.*

21. In the Greater Shepparton Planning Scheme include under Further Strategic Work:

*Undertake further strategic work to determine the appropriate Zone or Overlay to achieve the conservation and landscape outcomes envisioned in the RRLUS to the south and west of Murchison and in the Dookie Hills area.*

## Other

22. The Panel recommends that the following alternative provisions for the Farming Zone be formulated as a matter of priority:

- Remove the distinction between the FZ1 and FZ2.
- Establish a principle that the minimum subdivision lot size is less than the lot size at which a dwelling requires a permit to avoid expectations there will be an automatic entitlement to build a dwelling on lots that are created.
- Modify the Farming Zone schedules and planning scheme zone maps to:
  - Differentiate dryland (a new FZ1) and two broad categories of irrigated areas – ‘Horticulture’ (a new FZ2) and ‘Other Irrigated Farming’ (a new FZ3).
  - Maintain the Farming Zone Niche (Fragmented) (a new FZ4) and set the level at which a permit is required for a dwelling at the 40 ha default.
- Delineate irrigated areas on the basis of:
  - The Declared Irrigation Areas, with updating to reflect changes in the footprint as a result of NVIRP; plus
  - Areas where irrigated agriculture occurs utilising established permanent rights to irrigate using groundwater or direct pumping from waterways and water bodies (on the advice of relevant authorities).
- Obtain expert advice, with review by farmers in the Region who are experienced in farming irrigated land, to determine:
  1. The horticultural and other irrigated areas.
  2. Minimum lot sizes for subdivision in irrigated areas.
  3. The level of irrigation water required:
    - On a permanent basis to sustain horticulture and dairying in the Region; and
    - As a minimum during exceptional circumstances (such as during drought conditions).
  4. The following land size at which a permit is required for a Dwelling in the Farming Zone irrigated areas that are suggested by the Panel:



- 25 ha in irrigated 'horticulture' areas (a New FZ3) where it is demonstrated that there is a permanent water entitlement that supports horticulture.
    - 70 ha in other irrigated areas (a New FZ2) where it is demonstrated that there is a permanent water entitlement that supports dairying.
    - 120 ha where it is not demonstrated that there is a permanent water entitlement that would support irrigated forms of agriculture.
  - Apply a minimum subdivision lot size of 100ha in Dryland areas.
  - Set the land size at which a permit is required for a Dwelling in the Farming Zone dryland areas (a new FZ1) at 120 ha.
  - Where land within an irrigated area does not have permanent water at a level that would sustain irrigated agriculture, exercise discretion in the permit process to apply the minimum subdivision lot size applicable to dryland farming, i.e. 100 ha.
23. Consider increasing setbacks from side and rear boundaries for as of right dwellings in the Farming Zone.
  24. Consider whether tenement provisions would provide a useful mechanism to minimise the development of dispersed dwellings in the Farming Zone.
  25. Consider whether an alternative zoning is appropriate for highly fragmented areas with extensive levels of housing development as part of the proposed evaluation of rural living opportunities in Campaspe and Moira; or through proponent initiated area based rezoning proposals which are supported by those who are directly affected in Greater Shepparton.
  26. The Councils consider establishing a farming advisory group to provide a resource to officers, contribute to ongoing staff development, and have a role in the periodic review of application assessment and decisions relating to dwellings in the FZ (and other relevant matters).
  27. Moira Shire Council work with the Department of Planning and Community Development to facilitate the implementation of strategic planning for the Bundalong area.
  28. DSE and the Shire of Campaspe identify measures to assist in the protection of the Northern Plains Grasslands Campaspe as a matter of priority.

**21.01 MUNICIPAL PROFILE**-/-/  
C121**Location**

The City of Greater Shepparton is located in the North Goulburn region of Victoria. It is the fourth largest provincial centre in Victoria. Shepparton is located about 180 kilometres to the north of Melbourne at the junction of the Goulburn Valley Highway and the Midland Hwy.

**People**

Greater Shepparton has a population of approximately 60,000 and is home to a diverse number of ethnic groups, second and third generations of European migrants, and newer first generation migrants from Europe, Asia and the Middle East, some of who initially arrived in Australia as refugees. Greater Shepparton is also home to the largest population of indigenous Aborigines outside metropolitan Melbourne.

**Settlements**

The largest urban centre is Shepparton (together with Mooroopna and Kialla) which has a vibrant central business district and extensive commercial, administrative and industrial base. This centre is supported by smaller settlements at Congupna, Dookie, Katandra West, Merrigum, Murchison, Tallygaroopna, Tatura, Toolamba and Undera. The regional economic catchment of Shepparton extends from Seymour to Deniliquin. Shepparton also provides a wide range of higher order community services and facilities for a regional population of approximately 160,000 persons.

**Economy**

The region has a strong and vigorous rural economy based on irrigated and dry land agriculture. A major strength of the economy is in the value-adding manufacturing and processing of agricultural produce. It has a supporting service industrial base, notably Shepparton's role as a transport hub with a high level of freight movements and volume. A commitment to construct the Shepparton bypass, and the implementation of the freight logistics centre (inland port) at Mooroopna, are key projects supporting this advantage. The region is often described as the "food bowl" of Australia providing 25% of horticultural produce in the state.












The 'Regional Rural Land Use Strategy' (RRLUS) prepared for the City of Greater Shepparton and the Shires of Campaspe and Moira notes that irrigated primary production and the processing of that product underpin the municipality and the Region's economy. The level of production is nationally important and the region is responsible for significant parts of the nation's milk production, deciduous canned fruit production, stone fruit crop and tomato processing production, with an annual value of agricultural production at the farm gate of about \$1.2 billion (2006).

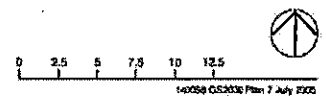
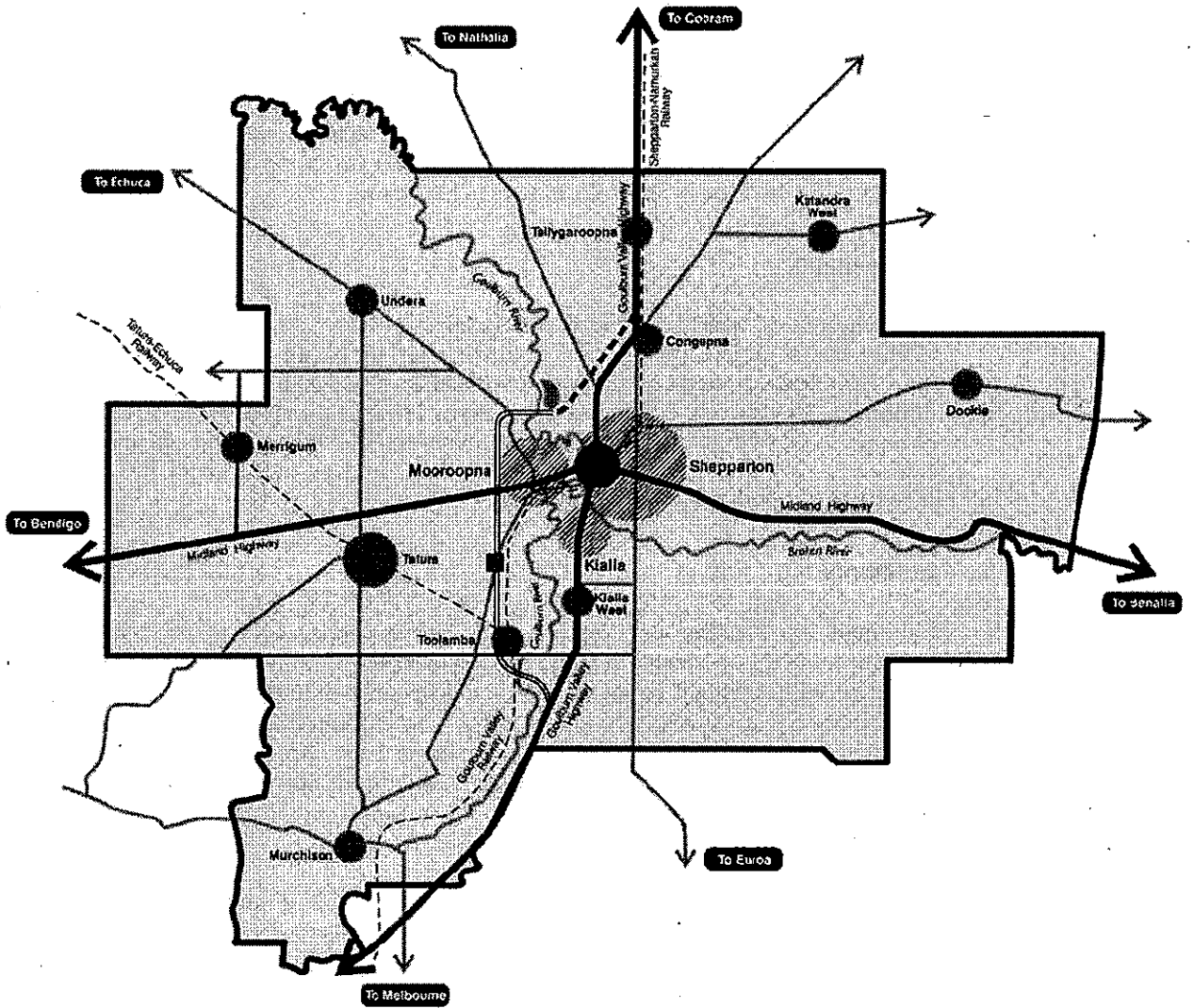
**Environment**

The Goulburn River and its surrounding environs, including floodplains and wetland systems is a significant environmental and recreational asset in the municipality. The loss of agricultural land due to salinity, rising ground water and urban encroachment, is a significant threat to the future of the area along with drainage problems, flooding and declining water quality. Water trading is increasingly becoming an important issue and this has implications for long term water availability to irrigated land. Pest plants and animals also affect parts of the municipality.

GREATER SHEPPARTON PLANNING SCHEME

DRAWING KEY

	Main highways		Railway line		City centre		Freight logistics centre
	Main arterials		Rivers / creeks		CBD		City of Greater Shepparton Municipal Boundary
	Bypass Stage 1 and Stage 2		Swamp reedy		Towns		



## 21.02

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C121

## KEY INFLUENCES AND ISSUES

- The *Melbourne 2030* policies of containment will result in the land price differential between metropolitan and regional areas widening to the advantage of regional centres.
- The challenge in Greater Shepparton is to diversify and broaden its economic base in a manner that builds onto the inherent strength in primary production and processing, in a way that reduces wide spread vulnerability.
- The application of technology and advanced materials to the local economy should be pursued as the vehicle to build the municipality's changing industrial future.
- Land use strategies that provide for growth should be pursued whilst also protecting the quality of agricultural land and encouraging the sustainable use of natural resources such as land, water, air and biodiversity.
- Coordinated management of catchments by catchment management authorities, river and wetland systems and irrigated agricultural systems will provide for greater care and responsibility toward the natural environment and sustainability of agricultural practices.
- Certainty of water rights and inter-regional distribution of the water resources in the state for urban, agriculture and environmental uses.
- Agriculture is a significant land use in the municipality and underpins the local economy directly through on farm employment and through the associated manufacturing and food processing and industries servicing agriculture.
- Horticulture is the most significant agricultural industry in terms of gross value of agricultural production. Horticulture and the dairy industry is dependant on access to a secure water supply via the irrigation network. Land use planning control needs to protect the main production irrigated areas to secure their future for farming but also integrate with the planned modernisation and reconfiguration of the systems and potential expansion into the agricultural development areas.
- Farm businesses generally need to grow and expand over time. Access to affordable land unencumbered by unnecessary infrastructure is essential to provide the opportunity for farm growth.
- Horticultural production, and to a lesser extent dairy, requires soils with high suitability for irrigation, particularly excellent drainage and low salinity. Greater Shepparton has areas of Class 1 soil and Class 2 soil (highly suitable for irrigation), some of which is in close proximity to urban development around Shepparton, Ardmona and Mooroopna. Land use planning controls need to ensure that these soils are protected from urban expansion and are available to agriculture in the long term and that urban development is buffered from mechanised 24 hour farm activities.
- The rural areas of the municipality are considered to be productive agricultural land based on the soil types, subdivision pattern and climate and the significant level of irrigation infrastructure. Protection and retention of this land for agriculture is of primary strategic importance to the City.
- Major physical services exist, including the urban water supply for Mooroopna and Shepparton which is taken directly from the Goulburn River system and natural gas supply coming from the main Hume Freeway line at Euroa.
- As immigration plays an important part of addressing skilled labour shortages, increasing cultural diversity will provide a challenge of continuing to be a more accepting community.
- The influence of our indigenous population will continue to be important to acknowledge and plan for with the improvement of opportunities for the indigenous community.

- Competition between regional centres for community health and education services and facilities, and regional infrastructure investment in cities will be significant and success will be with those communities able to overcome infrastructure barriers.
- Higher education opportunities for youth and a focus on life long education needs will provide opportunities and challenges for this service sector.
- The Shepparton aerodrome is located immediately to the south of the Kialla Lakes residential development on the southern side of the Shepparton urban area. Subject to a detailed feasibility analysis, the future relocation of the aerodrome could provide an option for additional urban expansion in the southern growth corridor.
- Rail access is available to Shepparton and provides benefits to local industries exporting through the Port of Melbourne.
- Non-agricultural development in rural areas can impact on irrigation and drainage infrastructure and needs to be addressed as part of any new development.

**21.04****SETTLEMENT**-/-/-  
C121**21.04-1****URBAN CONSOLIDATION AND GROWTH**23/07/2009  
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State Government forecasts predict that the population of the City of Greater Shepparton will increase from 60,403 persons in 2004 to 80,718 persons in 2030. In that same period, the proportion of persons aged 60 and over is projected to increase from the current 15.7% of the population to 28%.

In relation to the future distribution of persons / housing throughout the municipality, it is estimated that the urban areas of Shepparton and Mooroopna will accommodate the majority of additional growth by 2030 (approximately 19,733 persons). Therefore by the year 2030, it is estimated that approximately 82% of the City of Greater Shepparton residents (some 66,039 persons) will be residing in these two urban areas with the remaining persons distributed throughout Tatura, Murchison, Merrigum, Dookie, Congupna, Katandra West, Tallygaroopna, Toolamba, and Undera.

Based on the above population projections, the major pressures associated with future growth will be within the urban areas of Shepparton and Mooroopna where it is estimated that there is approximately 151 hectares of undeveloped residential zoned land. Based on the current take up rate of 400 dwellings per annum, this represents approximately 3.5 years land supply based on the current mix of housing provision as follows:

- Medium Density Dwellings (400 m2 per lot) – 5% of dwelling stock
- Conventional Dwellings (typically 800 m2 per lot) – 70% of dwelling stock
- Low density Dwellings (2000 m2 per lot) – 25% of dwelling stock.

Based on population forecasts (2004) a need for an additional 13,154 dwellings by 2031 in the urban areas of Shepparton and Mooroopna has been identified. In order to accommodate this population forecast, 1,057 ha (approximately) of residentially zoned land will be required in these areas (including the available 151 hectares). These estimates assume a shift in the mix of dwelling type occurring to accommodate the changing demographic composition of the municipality as follows:

- Medium Density Dwellings – 20% of dwelling stock (up from 5%)
- Conventional Dwellings – 60% of dwelling stock (down from 70%)
- Low density Dwelling – 20% of dwelling stock (down from 25%)

In facilitating the future growth and development of the municipality's towns, Council is concerned to achieve urban consolidation thereby promoting walking, the use of bicycles and reducing the dependence on car use. In proximity to the Shepparton CBD and other key activity centres, people will be encouraged to live at higher densities in environments that offer individual, lifestyle and community benefits.

Council also acknowledges the need to provide settlement boundaries for the extent of urban expansion to ensure the sustainability of the urban community and the well being of productive agricultural land. In this regard, Council has identified four major growth corridors around Shepparton and Mooroopna where residential densities will be maximised.

**Objectives – Urban Consolidation and Growth**

- To provide for sufficient additional land for urban growth until 2030.
- To contain urban growth to identified growth areas in order to protect higher quality and intact agricultural areas and achieve a more compact built up area.
- To provide for a broader range of dwelling densities and types of housing to meet projected community needs and differing lifestyles.
- To release land efficiently in terms of location, supply of services and infrastructure and in accordance with land capability.

- To increase the supply of medium density housing in appropriate locations.
- To provide land for small township expansion, without impacting on the long-term growth potential of urban centres or productive agricultural land, subject to a supply and demand analysis.

**Strategies – Urban Consolidation and Growth**

- Encourage the consolidation of existing residential areas in the municipality.
- Support increased densities, such as 15 dwellings per hectare, where reticulated sewer and urban services are provided in the existing residential areas, while maintaining and protecting existing sewerage reticulation assets.
- Encourage medium density housing in preferred locations including within existing residential areas; near public transport; within major redevelopment sites; and adjacent to activity centres and open space areas.
- Encourage medium density, apartment style and shop-top housing as part of the redevelopment of Shepparton CBD commercial sites.
- Encourage the provision of smaller lots to meet the changing demographics structure.
- Discourage multi dwelling developments within areas affected by the Floodway Overlay.
- Provide a settlement boundary beyond which additional urban growth and rezoning should not be supported.
- Discourage new development which leap-frogs existing non-residential development.
- Ensure that township growth is determined by infrastructure provision (including water supply) and a supply and demand analysis, with developers funding the extension of water and sewerage services.
- Encourage new subdivision and developments to promote walking and cycling between homes and schools, open spaces and shops.
- Promote development in accordance with the attached Town Framework Plans.
- Link the parks, open spaces and bicycle paths to create connectivity between the three urban areas of Shepparton, Mooroopna and Kialla, with the floodplain becoming a recreation asset.

**21.04-2 RURAL RESIDENTIAL**

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One of the outcomes of the Regional Rural Land Use Strategy (2008) was a shared vision to provide for (among other things) ‘hobby farming’. Rural living is provided for as part of the Greater Shepparton Housing Strategy and around some existing towns such as Tatura and Kialla.

Council is keen to ensure that the demand for low density residential development and rural living opportunities is satisfied by the existing supply of zoned land and, when this is developed, by the systematic and sequential release of additional land in accordance with the *Township Framework Plans* contained within this Clause. Council is committed to rigorously applying this strategy and will not compromise it by approval of ad hoc rezoning requests. Proposals to create additional rural residential land or expand existing small township boundaries will not be supported unless justification has been provided. In areas where reticulated services are not available, a Land Capability Assessment is to be provided to confirm the site’s suitability for land based effluent treatment and disposal.

Council recognises that urban expansion into agricultural areas can result in conflict at the urban/rural interface and that development plans for new residential development will need to include ‘buffers’ to protect the amenity of residents and also protect the continued agricultural operations on adjoining land.

**Objectives - Rural residential**

- To provide land for rural residential purposes, without impacting on the long-term growth potential of urban centres or productive agricultural land, subject to a supply and demand analysis.
- To recognise and make provisions for the potential conflicts at the urban/rural interface.

**Strategies - Rural Residential**

- Provide for limited rural residential opportunities as shown on the Strategic Framework Plan.
- Prevent rural residential subdivision in areas that would result in a loss of productive agricultural land or create expectation of subdivision of adjoining rural land, or encircle townships so as to prejudice their future urban growth opportunities.
- Approve land for rural residential development or small town expansion only where it is supported by a supply and demand analysis; a Land Capability Assessment; and Practice Note No. 37.
- Protect the amenity of rural residential land by discouraging uses with the potential to create a nuisance.
- Discourage rural residential subdivision which is reliant on irrigation water supply.
- Allow rural residential development only where environmental constraints prevent smaller lots, and on land that is not considered to be high quality agricultural land.
- Protect productive agricultural land from encroachment of urban growth except in designated growth areas.
- Maintain a distinctive urban-rural interface, and a green belt between Shepparton and Mooroopna.
- Ensure that residential developments provide a buffer to existing agricultural uses, particularly orchards.

**21.04-3 URBAN DESIGN**

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Council is keen to ensure that sustainability principles will strongly influence the design, siting and servicing of dwellings. Sustainability will also be pursued by Council through the encouragement of adapting and reusing of existing buildings and materials, retention and reuse of storm water, and the promotion of solar and energy efficient designs and materials. Council also wishes to ensure high quality architectural, urban design and landscape outcomes for built form and open spaces are achieved throughout the municipality. The appearance of rural, industrial, retail and residential areas and main road approaches to urban centres is important in maintaining a strong level of civic pride. This appearance is also important for a quality pedestrian and shopping environment in the municipality.

Council is dedicated to a well-designed urban environment that enhances the image and the aesthetics in the five designated precincts in the “Urban Design Framework – Shepparton North and South Business Areas”, namely Shepparton Town Entry-North Precinct, Shepparton Civic North Precinct, Lakeside Precinct, Shepparton South Village Precinct, and Kialla Park Boulevard Precinct. The Urban Design Framework aims to achieve a distinctive urban design and appearance for the major gateways, entrances, main boulevards, central area, lake and riverside environs. It is envisaged that this could have a positive impact on most aspects of living and investing in the municipality as well as complementing tourism. In addition, it is also encouraged that development in the precincts enhance energy efficient and sustainable designs particularly through:

- Energy efficient building designs
- Use of energy efficient appliances
- Rainwater harvesting



- Water wise landscaping and
- Protection of existing natural resources.

Advertising signage is a key and often highly visible component of the physical environment of the municipality and the inappropriate design or placement of advertising signs can have a significant effect on the appearance and visual amenity of an area. Council wants to guide the location and display of signage within the municipality to ensure signage is compatible with the character and architecture of local streetscapes. The design, form, size and placement of advertising signs should be controlled so as to protect and enhance the appearance of rural and urban areas and to avoid signs that are excessive, confusing or incompatible with the character of the surrounding area.

#### **Objectives - Urban design**

- To achieve a high standard of sustainability in the design and development of new buildings and subdivision.
- To promote a high standard of architectural, landscaping and urban design for built form and public spaces throughout the municipality.
- To ensure development implements the “Urban Design Framework- Shepparton North and South Business Areas”.
- To control the number of signs and ensure that the appearance, size, illumination or location of signs does not adversely affect the visual amenity of the natural environment or the built form in the municipality.

#### **Strategies - Urban Design**

- Control the location, size and scale of advertising signage, especially in key precincts of the Shepparton CBD and town centres.
- Promote energy efficient and sustainable designs for subdivision, new development and redevelopment of existing buildings and spaces.
- Ensure development within the five designated precincts in the “Urban Design Framework- Shepparton North and South Business Areas” implements the directions of the framework.
- Ensure the design of new development contributes to local character and enhances the public realm while minimising impacts on neighbouring properties.
- Ensure the scale, mass and height of new commercial developments respects the prevailing neighbourhood character.
- Ensure building frontages avoid long expanses of solid walls and incorporate design elements and a variety of materials that create articulation and visual interest.
- Protect vistas to historic or significant buildings forming part of the streetscape.
- Provide safe and sheltered pedestrian routes through residential neighbourhoods and commercial centres.
- Encourage landscaping of sites to retain existing vegetation where practical.
- Encourage the use of indigenous and low maintenance plant species.
- Ensure that the location, form and size of signs complements the dominant character of any urban or rural landscape, building, site or area on which they are erected.

#### **Policy Guideline – Urban Design**

When considering an application for an advertising sign, Council will be guided by the following provisions:

- Fewer signs displaying a simple clear message is encouraged.

- Advertising signage is encouraged to be primarily for business identification providing basic identification information of the business.
- Suspended under-verandah signs should be limited to one per shopfront, except on large premises where the limit should be one per ten metres of shop front.
- Above-verandah signs should be attached to the upper facade or parapet, parallel/horizontal to the road with minimal projection.
- Sky signs, high wall signs, projecting off-wall signs on upper facades and signs that project above parapets, wall, verandahs, roof lines or building fascias are discouraged in all areas.
- Freestanding signs should be limited to one sign per premises with multiple occupancies encouraged to share sign space.
- 'V' board signs are discouraged in all areas.
- Where a building is set back from the street, signs are encouraged to be located within the boundary and should be orientated to be parallel or at right angles to the street.
- Where possible signs should be located on the building.
- Pole signs should be limited to one per frontage and should be no higher than the surrounding buildings.
- Internally illuminated promotional signs are discouraged.
- Permanent bunting, streamers, banner, balloons, animated, reflective signs or similar devices, are strongly discouraged in all zones due to the detriment to the amenity of the area and the high level of visual clutter and dominance. These signs may be considered for temporary (3 month maximum) promotions only.
- Major Promotional signs are discouraged, but if approved are to be confined to Regional & Sub-regional Centres attached to a building wall and should not be more than 3 metres above the ground or be internally or externally illuminated.

**21.04-4**

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**COMMUNITY LIFE**

A key community development project of Council has been the identification of "Community Hubs" which are considered to be an ideal physical and social focal point for communities. A Hub has been established in Mooroopna and this facility is now attracting a range of new support services for residents. A new multipurpose community centre is planned for Dookie and plans have also been developed for future Community Hubs in North Shepparton and South Shepparton.

Multipurpose community infrastructure potentially allows for community, recreational and business services in one location, making it more accessible to users and allowing providers to work together. This also provides the ability to change the mix of services to respond to changing needs.

Shepparton has a growing role in providing educational facilities and services within the region. Establishing the "Shepparton Tertiary Education Precinct" (STEP) through the development of greater post secondary education opportunities has been identified as a key action within the Council plan. The 'Best Start' and 'Community Building' projects have also instigated a number of joint projects which have supported children and their families and promoted the importance and value of early years education, school retention, the transition between educational levels and the potential for schools to be a resource and focus in the community.

Council recognises the importance of the creation of an integrated park network, with linear parks along floodways as essential to providing additional opportunities for walking, cycling and children's play. This issue is interlinked with the protection and enhancement of the river environs and native vegetation. The Council has, in the past, allowed drainage basins to be developed and used as open space. However, it is important that new

development also be provided with flood free open space which can be developed for playgrounds.

**Objectives - Community life**

- To provide an equitable and efficient distribution of community facilities and services.
- To ensure the costs of development are equitably distributed.
- To develop a regional centre of education facilities for a variety of education requirements, including the Shepparton Tertiary Education Precinct.
- To protect and enhance the network of public open space that contributes to the amenity of the municipality and advances the image of the community.
- To address community safety in the planning and management of the urban environment.
- To provide accessibility in public spaces and new developments.
- To promote integrated local planning that considers the social, physical, environmental and economic domains.

**Strategies - Community life**

- Encourage “supported living” (nursing homes, hostels) in proximity to community and commercial services and activities.
- Locate facilities and service centres where they can be accessed by public transport and/or walking/cycle paths.
- Encourage flexible design to meet user group needs over the lifecycle and changing demographic structures.
- Identify a medical service precinct around the existing Goulburn Valley Base Hospital.
- Promote clustering of facilities to enable multi use and sharing of community facilities.
- Link the provision of facilities with the release of new subdivisions, through the approval of Development Plans and a Development Contributions Plan.
- Provide for student accommodation in the redevelopment areas within the Shepparton CBD, including shop top housing.
- Encourage plans for new university and educational campuses to display contemporary and innovative architectural styles.
- Establish a preferred precinct for the development of post-secondary and tertiary educational facilities to the north east of the Shepparton CBD (the “Shepparton Tertiary Education Precinct”).
- Encourage development on only one side of the road where land is adjacent to public open space.
- Provide for passive surveillance of open space and limit the ‘privatisation’ of public open space.
- Ensure that subdivisions include flood free areas of public open space where possible.
- Encourage the provision of linear links between existing and proposed open space areas and between urban areas.
- Encourage links to the Goulburn and Broken Rivers shared path network to promote environmental assets.
- Promote public art as part of the urban design process.
- Ensure the rezoning and/or development of land is linked to the approval of a legal agreement, such as a pre-development agreement, for the funding of necessary physical infrastructure and community services as identified in Development Plans.

**21.04-5 NON RESIDENTIAL USES**-/-/  
C121

Council acknowledges that there is a need to protect the amenity of existing and future residential areas. While a range of non residential uses in residential areas provide services to the local community, (including places of worship, schools, medical centres, display homes, child care centres, cafes, restaurants, and the like), it is important to ensure that these uses do not have a negative impact on residential amenity through inappropriate location, unsympathetic design, and traffic impacts. Petrol stations and car washes in particular are discouraged in residential zones.

**Objectives - Non residential uses**

- To ensure that non residential uses are appropriately located.
- To allow complementary non-residential uses to be integrated into residential areas.
- To ensure that non residential uses are appropriately located having regard to:
  - The intensity and hours of operation of the proposed activity.
  - The siting and design of proposed buildings and works, including car parking areas and advertising signs and telecommunication facilities.
  - The location of access points.
- To ensure that the appearance and scale of non residential development in residential zones is consistent with nearby housing.

**Strategies - Non residential uses**

- Ensure non residential uses are located in areas that are appropriate to the intensity and scale of the proposed use and that will have minimal impact on the amenity of nearby residential properties.
- Ensure major facilities serving catchments beyond the local level are located in commercial areas or sited on roads which avoid the generation of additional through traffic on residential streets.
- Discourage service stations and car washes in residential areas.
- Ensure the siting and design of buildings and works (including car parking areas) responds to the surrounding housing and streetscape and includes features to reduce the noise, loss of privacy and to enhance the appearance of the development, including landscaping, screening, acoustic fencing.

**Policy Guideline – Non residential uses**

When considering an application for any of the uses listed below, Council will be guided by the following provisions:

**Child Care Centres:**

- Larger child minding centres in excess of 40 children should be located along major roads.
- Car parking for child minding centres should be provided at the rate of one space per staff member with a drive through drop-off bay for at least three vehicles and one space per 10 children.
- A 2m wide landscape strip along the street frontage should be provided.

**Medical Centres/Veterinary Clinics**

- The location of the centre should be on a through road and adjacent to other community based uses.
- Car parking should be provided at the rate of five spaces per practitioner operating from the premises at any one time.

- The hours of operation should be 8.00am to 9.00pm Monday to Saturday and 9.00am to 1.00pm Sunday.
- A 2m wide landscape strip along the street frontage should be provided.

**Display Homes**

- Display homes should primarily be located in areas experiencing new residential and building activity.
- Display homes in established residential areas are discouraged.
- Display homes are encouraged to locate together in residential estates forming a display home centre.
- Display homes should be located on main or collector roads with corner locations preferred.
- The establishment of individual display homes should not isolate private residential dwellings.
- The site on which a display home is located should be of sufficient size to provide adequate car parking, pedestrian access, and landscaping.
- Display homes should be adequately landscaped so that they do not detract from the surrounding residential environment and streetscape.
- Traffic generated by display homes should not be detrimental to the existing or proposed road network and traffic movements in the area.
- A variety in housing type and style, including dual occupancy and multi unit developments, is encouraged.
- Display homes that adopt energy efficiency principles are encouraged.
- Consistency of signage is encouraged within display home centres.
- Signage is encouraged to be sympathetic to the surrounding area.

**21.04-6**

**STRATEGIC WORK PROGRAM**

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*Undertaking further strategic work - Settlement*

- Review the Recreation and Open Space Strategy.
- Prepare Development Contributions Plans for community infrastructure in growth corridors.
- Prepare a Residential Land Supply and Housing Strategy.
- Prepare a land use strategy for Tatura.
- Prepare Development Contributions Plans for all growth areas.
- Prepare Development Plans (DPs) for the residential corridors for Shepparton/Mooroopna, and proposed development areas at Tatura.
- Devise landscaping themes throughout the municipality to create a unified identity whilst retaining individual township character.
- Review the Shepparton Urban Design Framework to prepare urban design guidelines and directions for other areas that are not included in the “Urban Design Framework – Shepparton North and South Business Areas”.
- Prepare Urban Design Frameworks for the land:
  - opposite Victoria Park Lake.
  - bounded by Rowe, Maude and Sobraon Streets.
  - on Wyndham Street between Guthrie and Longstaff Streets.

- zoned Business 4 (B4Z) on Melbourne Road including the former Drive-in site.
- on Wyndham Street between Knight Street and Balaclava Road.



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## ENVIRONMENT

21.05-1

### NATURAL ENVIRONMENT AND BIODIVERSITY

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C121

Key biodiversity issues in Greater Shepparton are associated with native vegetation and with the myriad of river, floodplain and wetland systems.

The natural landscape of the municipality and wider region has been modified significantly as a result of pastoral activities and more recently through extensive irrigation activities. As a result, areas of remnant native vegetation are now primarily limited to waterways, road reserves and corridors. These corridors (as well as native vegetation stands on private property) provide important habitat links for flora and fauna and for the fostering of biodiversity.

The development of vast areas for irrigated agricultural activities has resulted in high water tables and salinity which have affected the productivity of the land, local bio-systems and in some instances the ultimate viability of some agricultural enterprises.

The *Goulburn Broken Catchment Management Strategy* provides the blueprint for integrated natural resource management across the municipality (and the wider region) and in part forms the regional component of the state's Biodiversity Strategy. In essence, the strategy seeks to maintain and enhance biodiversity of native flora and fauna communities and protect the region's natural resource base through the management of key threats.

The Regional Rural Land Use Strategy (RRLUS - 2008) notes that:

- Native vegetation is required to be preserved to maintain biodiversity and manage water tables.
- Floodplains and flood events are required to flush waterways and enhance water quality.
- Fauna is required to maintain biodiversity and manage pest plants and animals.

The RRLUS also notes that presently, the application of environmental controls in the region varies with a limited use of available overlays, specifically to manage significant vegetation, landscape and habitat. The application of appropriate zones, overlays and consideration of Biodiversity Action Planning processes being completed by Catchment Management Authorities are acknowledged as critical to decision making.

The RRLUS identifies land of high conservation value south and west of Murchison and around the Dookie Hills and recommends the application of the Rural Conservation Zone to the land. This will be addressed through further strategic work to determine the appropriate zone or overlay to achieve the conservations outcomes envisioned in the strategy.

#### *Objectives - Natural Environment & Biodiversity*

- To maintain and enhance biodiversity of native flora and fauna communities
- To protect and manage the natural resources of water, air and land.
- To identify natural landscape features which are to be protected and managed.

#### *Strategies - Natural Environment & Biodiversity*

- Protect remnant areas of native vegetation, streamlines, wetlands and other environmentally sensitive features.
- Ensure appropriate identification of native vegetation on land to be developed or subdivided.

21.05-2  
23/07/2009  
C108

### FLOODPLAIN AND DRAINAGE MANAGEMENT



The catchments of the various rivers and streams within the municipality include areas of flood prone land, where flooding has historically caused substantial damage to the natural and built environment. Floods are naturally occurring events and the inherent functions of the floodplains to convey and store floodwater should be recognised and preserved to minimise the deterioration of environmental values, the long term flood risk to floodplain production, assets and communities.

Flooding imposes substantial costs on individuals and the community. While significant costs are incurred by direct damage to public and private property, indirect costs to the community such as loss of productivity, displacement of residents, closure of roads, trauma and ill health are also significant. Notwithstanding these significant impacts, natural flooding of floodplains and their associated wetlands provide essential breeding habitats for bird and aquatic species, and promotes the health of rivers and floodplains.

Sound floodplain management is the means by which the economic, social and environmental risks associated with floodplain use and development can be minimised. This level of management is provided by six "local floodplain development plans (LFDP)" incorporated into the scheme at Clause 81.

***Objectives - Floodplain and Drainage Management***

- To recognise the constraints of the floodplain on the use and development of land.

***Strategies - Floodplain Management***

- Discourage development and subdivision on land subject to flooding.
- Ensure that all new development maintains the free passage and temporary storage of floodwater, minimises flood damage is compatible with flood hazard and local drainage conditions, and minimises soil erosion, sedimentation and silting.
- Prevent tree removal to minimise loss of riparian vegetation as a result of development on the floodplain.

**21.05-3**

23/07/2009  
C108

**BEST PRACTICE LAND MANAGEMENT**

Decades of open pasture farming and irrigated agriculture has also changed the natural hydrological balance. Drainage management attempts to reduce the direct costs in terms of loss of stock and damage to property, and the indirect costs of reduced productivity, road rebuilding, and inconvenience. The key issue relating to drainage management is the provision of efficient drainage of land without causing other environmental impacts.

Land use and development should be based on land capability and suitability and be mindful of potential impact of external factors such as reconfiguration of irrigation delivery and drainage infrastructure arising from irrigation water reforms. As such, Council encourages the preparation of whole farm plans to assist farming enterprises to reduce downstream impacts of nutrients on water quality, protection of natural ecosystems, reduce water logging and salinity and sustain viable farming enterprises.

It is noted that Council joined the *Cities for Climate Protection Program* in 2000 and has committed to evaluate and set targets for greenhouse gas emissions for council and community activities, promote energy efficient subdivision and house design, promote municipal domestic wastewater management and provide corresponding incentives and programs. Council is evaluating and planning for appropriate water saving measures relating to its own water use.

***Objectives - Best Practice Land Management***

- To provide a supply of high quality water for urban and agricultural use.
- To minimise the degree of salinity through an integrated regional surface water management program.
- To reduce greenhouse gas emissions.
- To direct development according to identified land capability and suitability.

- To recognise the threat posed to surface water and groundwater quality by non-reticulated domestic wastewater systems.

***Strategies - Best Practice Land Management***

- Promote energy efficient and sustainable built form and development.
- Ensure all new developments have adequate reticulated services or effluent disposal systems to protect watercourses and water quality.
- Support innovative methods of effluent disposal such as composting.
- Encourage the development of surface water management systems with run-off into natural systems or into reuse storage for irrigation
- Encourage ecologically sustainable development principles and technologies.
- Assist carbon emission reduction.
- Promote the use of appropriate water saving measures.

**21.05-4 CULTURAL HERITAGE**

23/07/2009  
C108

Council wants to ensure that the pre settlement and post settlement cultural heritage of the municipality is preserved for future generations. Council acknowledges the traditional custodians of the land which now comprises Greater Shepparton, whose descendants have a long ancestral history in the area. A number of potential sites of cultural significance have been recognised. However more detailed investigation is needed to ascertain the importance of sites.

***Objectives - Cultural Heritage***

- To identify, conserve and protect sites of cultural heritage significance.

***Strategies - Cultural Heritage***

- Assess applications within the Heritage Overlay in accordance with State Government heritage policy guidelines.
- Consider the Heritage Study when assessing proposals for redevelopment of heritage sites or infill development in areas of identified heritage significance.
- Identify places of Aboriginal cultural heritage.
- Protect heritage buildings and sites so that heritage significance is not diminished or irreversibly damaged through proposed use or development.
- Encourage the retention, adaptation and renovation of significant historic buildings and works, gardens and other areas as a viable alternative to demolition.
- Ensure that any alteration or addition to identified heritage buildings and areas, or redevelopment on adjacent land, is in keeping with an identified streetscape or neighbourhood character and appearance.
- Ensure that new development and the construction of external alterations to buildings make a positive contribution to the built form and amenity of the area and are respectful of the architectural or historic character and appearance of the streetscape and the area.

**21.05-5 STRATEGIC WORK PROGRAM**

23/07/2009  
C108

***Undertaking further strategic work - Environment***

- Prepare an Environmental Strategy incorporating Local Biodiversity Action Plans.
- Apply the Wildfire Management Overlay after consultation with the CFA.
- Undertake floodplain management studies for the smaller rural townships and villages.

- Prepare an integrated effluent disposal strategy in conjunction with relevant agencies.
- Prepare a Municipal Domestic Wastewater Management Strategy.
- Update the Economic Development strategy.
- Prepare heritage design guidelines for the assessment of development applications of significant buildings and sites.
- Continue further investigation of places identified in the Heritage Study.
- Review the RRLUS recommendation in relation to the protection of land with high conservation values to the south and west of Murchison and in the Dookie Hills area to determine the best Zone or Overlay to achieve the conservation outcomes.

## 21.06 ECONOMIC DEVELOPMENT

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C121

### 21.06-1 Agriculture

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C121

Irrigated primary production and the processing of that product underpin the municipality and the Region's economy. The level of production is nationally important and the region is responsible for significant parts of the nation's milk production, deciduous canned fruit production, stone fruit crop and tomato processing production.

The region's workforce is heavily dependent on the agricultural sector with many people directly involved in agricultural production on farms, and an estimated similar number involved directly and indirectly in the processing and transport of that product. In both irrigation and dryland production the drivers of future successful agribusinesses, regardless of the scale of enterprise, are likely to be:

- Continuing current trends for significantly increased scale of production which is achieved by expanding the land area of production and/or by increasing the intensity of the production system.
- A shift to individual management of their own business risks such as consolidation into contiguous properties to manage all their own water supply.
- Agribusinesses that seek to minimize the number of neighbours.
- Agribusinesses that expand into land that is priced competitively because it is used for agriculture rather than having inflated land values because it has been subdivided for hobby farms.

It is increasingly evident that prospective agricultural investment is jeopardized, deterred, or completely lost by land uses and developments that have the potential to compromise the scale and location of such investment. In particular, agricultural investment is far less likely where land is already fragmented in ownership with housing dispersed throughout.

A Regional Rural Land Use Strategy 2008 (RRLUS) has been adopted by Moira Shire Council, the City of Greater Shepparton and the Shire of Campaspe. This strategy identifies new categories of farming areas in the municipalities and recommends different subdivision and minimum lot size provisions for dwellings for each category. The three categories are as follows.

**Growth areas** being areas for growth and expansion of existing farm businesses and for new investment. Growth areas include those areas that have been retained in larger properties and provide the opportunity for large scale, stand alone new agricultural development as well as for consolidation of existing farm properties wishing to grow. The RRLUS seeks to discourage the establishment of new dwellings and where possible encourage farm tenements and property boundaries to consolidate and enlarge in line with the trends in agriculture associated with productivity and viability. The minimum subdivision size in these areas has been set at 60ha and a dwelling needs a planning permit on all land less than 80ha in area.

**Consolidation areas** being areas that support existing farm businesses to operate and expand. Consolidation areas typically include land with good soils and includes many of the former closer settlement areas, but their lot sizes are no longer reflective of current farm sizes. Consolidation areas are considered to provide opportunities for development of growing agricultural enterprises that can, over time, expand and consolidate through a process of property restructure. In this regard 'consolidation' includes the consolidation of land or the consolidation of farming enterprises through acquisition of non-contiguous land to increase farm size. The development of additional dwellings threatens expanding agricultural enterprises and accordingly, new dwellings within these areas are discouraged. The use of re-subdivision and excisions within consolidation areas will be considered in

recognition that the excision of a dwelling from a farm can provide businesses an opportunity to consolidate property holdings based on the value of land for agriculture. The minimum subdivision size in these areas has also been set at 60ha and a dwelling needs a planning permit on all land less than 80ha in area.

**Niche areas** being those areas with productive potential based on existing lot configuration and opportunities for smaller scale and specialized agriculture. Niche areas include those rural areas with productive potential due to soil type, property size or water access. The opportunity for properties within these areas to expand in response to general market trends is limited however due to land value and existing development as most lots are smaller with dwellings. Niche areas are productive farming areas and not rural living areas. Niche areas may involve activities such as spraying and frost fans etc. New dwellings within the niche area can be considered where associated with farm business activity. Given the existing size and lot configuration, it is envisaged that subdivision would rarely be required. The minimum subdivision size in these areas has been set at 40ha and a dwelling needs a planning permit on all land less than 40ha in area.

The RRLUS also discusses the conflict which arises when the expectations of the farmer and the rural lifestyle resident differ. It is acknowledged that direction is required to ensure that unplanned rural living is not displacing agriculture or preventing flexibility for farm businesses. In particular, existing minimum lot requirements that allow 'as of right' dwellings within the Farming Zone have been reviewed.

Important principles that have been applied in the rural areas are:

- the minimum subdivision size is always to be less or equal to the minimum dwelling size in order to avoid expectations and perceptions that there will be an automatic entitlement to erect a dwelling on all newly created lots in the Farming Zone. (Panel Rec 22)
- small lot subdivisions should not create any additional entitlements for a dwelling nor should they create an opportunity for a dwelling without a planning permit.(Panel Rec. 6)

#### ***Objectives - Agriculture***

- To ensure that agriculture is and remains the major economic driver in the region.
- To facilitate growth of existing farm businesses.
- To facilitate growth of new agricultural investment.
- To provide for small scale, specialized agriculture.

#### ***Strategies - Agriculture***

- Identify 'growth', 'consolidation' and 'niche' areas in the Farming Zone.
- Encourage growth and expansion of existing farm businesses and new investment in 'growth' and 'consolidation' areas.
- Encourage opportunities for smaller scale, specialized agriculture in 'niche' areas.
- Discourage land uses and development in the Farming 1 Zone that would compromise the future agricultural use of the land, including farm related tourism.
- Encourage tourism in the Farming 2 Zone that is carefully managed to prevent conflict and impact on agricultural operations.
- Encourage value adding and new enterprises for agricultural production.
- Encourage the preparation of Whole Farm Plans for on farm earthworks.
- Discourage non-agricultural uses on rural land other than rural based industry.

- Discourage non-agricultural development in rural areas except where development is dependent on a rural location, and cannot be accommodated within existing industrial or business zoned land.
- Discourage non-agricultural development along major roads in rural areas especially at the fringe of existing urban areas when it may contribute to ribbon development.
- Buildings for non-agricultural purposes in rural areas should be set back a minimum of 100 metres from any road, be constructed in muted coloured 'colorbond' materials or similar and screened from any road by dense tree and shrub planting.
- Signs for industrial and commercial development in rural areas will be strictly limited in size and number.

## 21.06-2 Subdivision In Rural Areas

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Farm holdings in the area are becoming larger. Rural house lot excisions continue to pose a threat to the long term viability of the agricultural sector by reducing the size of farms and by causing friction between the expectations of farmers and residents.

The planning scheme provides for a range of subdivision sizes based on the outcomes of the Regional Rural Land Use Strategy. Subdivision of rural land at a density greater than these minimums, especially for personal and financial reasons; or to create lots for "rural lifestyle" purposes, could jeopardise the economic future of the region.

The only circumstance in which Council will contemplate a small lot subdivision is if it leads to the consolidation of rural landholdings so as to promote the viability of agriculture. This is an increasingly important issue in the municipality since the deregulation of the dairy industry. Council wishes to facilitate farm consolidation so as to assist with (among other things) the rationalisation of a sustainable dairy industry. It is acknowledged that in some circumstances, small lot subdivision can assist the process of consolidation as it enables the farming land to be priced at its agricultural value rather than have it distorted by its housing value. While small lot subdivisions are discouraged in the municipality, they will be considered on a case by case basis if the outcome is farm consolidation.

Small lot subdivisions should not create any additional entitlements for a dwelling nor should they create an opportunity for a dwelling without a planning permit. (Panel Rec. 6)  
**(This might be repetitive)**

The RRLUS identified new categories of Farming Zone and has included objectives and policies for each with respect to rural subdivision.

### *Objectives - Subdivision in rural areas*

- To limit the further fragmentation of rural land by subdivision;
- To ensure that lots resulting from subdivision are of a sufficient size to be of benefit to agricultural production;
- To encourage the consolidation of rural lots;
- To provide for the incremental growth of farming enterprises;
- To discourage "small lot" subdivision unless the balance lot is at least the minimum lot size and is of a size sufficient to support a viable agricultural enterprise.
- To ensure that small lot subdivisions do not prejudice surrounding agricultural activities.
- To ensure that small lots have access to adequate infrastructure including access to all weather roads.
- To prevent small lot subdivision to meet personal and financial circumstances or to create lots for 'rural lifestyle' purposes.
- To prevent the creation of irregular shaped lots.

- To prevent “serial” small lot subdivisions from the one lot.

*Strategies - Subdivision in rural areas*

- Discourage small lot subdivisions except where:
  - restructure is an outcome; and
  - no new opportunities for additional houses below the minimum specified in the schedule to the Farming Zone; and
  - the impact on neighbours and existing or potential agricultural use of nearby land is minimised
- Discourage small lot subdivision, except where the proposal assists in the use, sale, reduction in number of lots, transfer or preservation of the land for agricultural purposes.

*Policy Guideline - Small lot subdivision*

- When considering an application for a small lot subdivision of a lot containing a dwelling or the re-subdivision of existing lots:
  - the lot containing the dwelling is to be no greater than 2ha in area unless there is a need for a larger parcel to take account of natural or public infrastructure features;
  - the “balance” lot is of an area that complies with the minimum lot size for the zone;
  - the existing dwelling must be habitable; and
  - the dwelling must have existing use rights pursuant to Clause 63.
- the approval is conditional upon the applicant entering into an agreement under Section 173 of the Act which prevents:
  - the construction of a dwelling on the ‘balance’ lot unless, when combined with other land, the area satisfies the minimum lot size for the construction of a dwelling in the zone; and
  - the further subdivision of any lot created other than in accordance with the minimum lot size for subdivision in the zone.
- Applications for a **re-subdivision** to realign lot boundaries will be discouraged if they:
  - rely on freehold land which was previously a road reserve, channel, utility lot, crown land or similar; and
  - create a dwelling opportunity where none previously existed.

Applications for a **re-subdivision** to realign lot boundaries will only be permitted for the purpose of making minor adjustments including to take account of topographical or public infrastructure features.

**21.06-3 Dwellings in Rural Areas**

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While it is acknowledged that a dwelling will often be needed to properly farm land, these must be limited to those that genuinely relate to agricultural production. The number of

dwelling that a farm can economically sustain relates to its rural land capability, the labour needs of the farming practice, the intensity of the farm activity and the volume of rural output. Development of houses at a density greater than is required for the rural use of land can give rise to conflicts with legitimate farming practices. Isolated dwellings in the rural areas have the potential to disrupt agricultural activities and should not impinge on the appropriate use of farming land.

The RRLUS identified new categories of Farming Zone and has included objectives and policies for each with respect to rural dwellings.

**Objectives - Dwellings in rural areas**

- To discourage new dwellings unless it can be demonstrated that it is required for the agricultural use of the land.
- To ensure that new dwellings support rural activities and production and are not to meet lifestyle objectives which may conflict with the rural use of the land.
- To avoid potential amenity impacts between rural activities and dwellings in rural areas.

**Strategies - Dwellings in rural areas**

- Discourage the establishment of dwellings not associated with or required for the agricultural use of the land.
- Discourage dwellings on old and inappropriate lots where amenity may be negatively impacted by farming activities, or where dwellings may inhibit rural activities.
- Discourage dwellings which are proposed to meet personal or financial circumstances or to create dwellings for 'rural lifestyle' purposes.
- Discourage the clustering of new dwellings unless they do not limit the productive use and development of surrounding land.

**Policy Guidelines - Dwellings in rural areas**

When considering an application for a dwelling in the Farming Zone 1 (FZ1) and Farming Zone 2 (FZ2), Council will be guided by the following provisions:

- the dwelling is required for the operation of the rural use of the land;
- the agricultural use must have been established on the land prior to the construction of a dwelling (or an Integrated Land Management Plan under Clause 35.07-6 must be in place);
- the dwelling lot must be at least 2ha in area;
- the dwelling lot must have been created after 1st January 1960;
- the construction of new dwellings is discouraged on any land that is not suitable for the on-site disposal of septic tank effluent;
- the construction of new dwellings is discouraged on any land with a water table within one metre of the surface when waste water is to be treated and retained on site;
- the approval is conditional upon the applicant entering into an agreement under section 173 of the Act to:
  - ensure that the dwelling is used in conjunction with agricultural production; and
  - prevent the subdivision of the lot containing the dwelling where the proposed lot size is less than the minimum lot size for subdivision specified in the zone; and
  - acknowledge the impacts of nearby agricultural activities.
- a second dwelling is discouraged unless it is demonstrated that it is necessary to support a viable agricultural enterprise;



- the second dwelling cannot be occupied until the agricultural use with which it is associated has commenced; and
- any approval for a second dwelling (including a caretaker's house, a manager's house or a dwelling for agricultural workers) will be subject to an agreement under Section 173 of the Act prohibiting the subdivision of the land around the dwelling.

When considering an application for a dwelling, and in addition to the decision guidelines in the zone, the responsible authority will consider the following matters:

- The relationship between the proposed dwelling and the agricultural activity on the land.
- Evidence including an Integrated Land Management Plan under Clause 35.07-6 (or similar) addressing the relationship between agricultural activities on the land and the proposed dwelling.
- The agricultural productive capacity or the agricultural potential of the land.
- The nature of the existing agricultural infrastructure and activity on the land and any new proposed agricultural infrastructure and activity at the land.
- The nature of the agricultural activities on the land and whether they require permanent and continuous care, supervision or security.
- The proposed siting of the dwelling and whether it minimises impacts on existing and potential agricultural operations on nearby land.
- The lot size, context and physical characteristics of the land.
- Whether the dwelling will result in a rural living or rural residential outcome in the area.
- The planning history of the land.
- The potential for land to be consolidated with other land to enhance agricultural productivity.
- Whether the planning scheme identifies a 'non-agricultural' future for the land and the implications of development on future development options.

#### **21.06-4 Manufacturing and Freight**

The manufacturing sector is also an important component of the local economy and is closely linked to the agricultural sector through many national and international food processing and packaging companies. The strategic location of Shepparton and Mooroopna on the junction of the Midland Highway and Goulburn Valley Highways makes it an important freight collection and distribution centre, which contributes to the competitiveness of the agricultural and manufacturing base.

##### ***Objectives - Manufacturing and Freight***

- To sustain a growing and diverse industrial base.
- To protect the existing industrial base in the urban areas of Shepparton, Mooroopna and Tatura.

##### ***Strategies - Manufacturing and freight***

- Consolidate existing major industrial zones within the new urban growth boundaries.
- Identify industrial areas in logical areas adjacent to major transport routes, and separated from areas of environmental significance or high residential amenity.
- Support the expansion of the industrial base in appropriate locations, such as land to the north of Wanganui Road, bounded by the proposed Goulburn Valley Highway Bypass; and land north of Gemini Crescent as shown on the Industrial Framework Plan; and land in Lemnos.
- Promote and develop the Goulburn Valley Freight Logistic Centre (inland port).
- Protect existing industries and facilitate their expansion.

- Support new industries in established industrial zones, with access to infrastructure and constructed roads.
- Support food related industries and value adding opportunities.
- Encourage new value adding industries to locate in existing serviced industrial areas.
- Protect the supply of future industrial land from encroachment of non industrial uses.
- Allow limited light industry in the townships if it relates to local agricultural production and subject to servicing and environmental constraints.
- Encourage industrial developments that incorporate high quality architectural design elements, create visual interest and incorporate landscaping and/or urban art.
- Ensure that land within 10 metres of the frontage of an industrial site (other than land required for car parking and access) is developed for landscaping.

***Policy Guideline - Building setbacks***

- Buildings in an Industrial zone or in a Business 4 zone are encouraged to be set back 20 metres from a Road Zone Category 1 or 2.
- Buildings in an Industrial zone or a Business 4 zone are encouraged to be set back 12 metres from any other road.
- Buildings in an Industrial zone or a Business 4 zone are encouraged to be set back 6 metres from a side road.

**21.06-5**

**Commercial/Activity Centres**

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The city's commercial and retailing centres fulfil both local shopping and discretionary shopping needs, and provide services at the regional level. The Greater Shepparton 2030 Economic Development Report identified that based on the requirement for the average provision of 2.1 sqm per capita, there will be demand for 20,660 sqm of additional retail floor space by 2011, with another 40,570 sqm supported by the forecast population growth from 2011 to 2030. The report notes that no foreseeable demand exists in the long term for new major freestanding centres, other than in the north and south growth corridors, and for suitably accommodating bulky goods activities. The Activity Centre Hierarchy identified in the report can be described as:

- The Shepparton CBD is nominated as the Regional Centre.
- Shepparton Marketplace, Mooroopna CBD and Shepparton Plaza are designated Sub-Regional Centres.
- Shepparton south, Fairley's (Numurkah Rd), Tatura, BiLo Echuca Road (Mooroopna) are Neighbourhood / Townships Centres.
- Murchison, Merrigum, Dookie and local shops in Shepparton are Local / Town Centres.
- Benalla Road, Melbourne Road and Numurkah Rd have concentrations of Bulky Goods retailing.

Council is committed to limiting the development of free standing centres to specified locations in the municipality's urban growth corridors and in a number of limited locations which also meet the requirements of the dynamic retail sector (such as bulky goods retailing). A further neighbourhood shopping centre may be needed to serve the residents in the southern corridor and an additional convenience local shopping centre or mixed use precinct may be suitable for development on the aerodrome site, if the aerodrome is relocated and this location is redeveloped for residential purposes. Peripheral sales (bulky goods) uses are directed to existing highway locations. When the future population reaches critical mass, these peripheral sales outlets are likely to form thematic clusters, for example a homemakers centre, or trades supplies centre.

***Objectives - Commercial / Activity Centres***

- To have a hierarchy of viable activity centres.

***Strategies - Commercial/Activity Centres***

- Support a hierarchy of retail centres that promotes the primacy of the CBD as a multi-function centre complemented by local centres for convenience shopping.
- Provide for the continued growth of the Shepparton CBD as a multi-purpose retail, business, commercial, community, entertainment and tourism centre.
- Encourage the redevelopment of peripheral areas of the Shepparton CBD including expansion to Sobraon Street.
- Encourage cafes and restaurants in a dining and entertainment precinct in Fryers St.
- Consider the expansion of the Shepparton Marketplace subject to an Economic Impact Assessment but only if such expansion would not adversely impact on the relative role of this centre and the Shepparton CBD.
- Identify lower order neighbourhood retail and community centres to serve convenience needs of north Shepparton, Mooroopna and Kialla.
- Facilitate the expansion of the neighbourhood centre in the north at the Fairley's supermarket site subject to an Economic Impact Assessment.
- Establish a new neighbourhood centre at the former Drive-in site to service the southern growth corridor subject to an Economic Impact Assessment.
- Provide neighbourhood commercial and retail centres that are accessible to the local community, especially by public transport and bicycle, and that also have adequate car parking provisions.
- Encourage and promote the location of peripheral sales, bulky goods and restricted retail as shown on the Framework Plan.
- In the event of the re-location of the aerodrome within the next 20 years, and subject to an economic impact assessment, identify a potential neighbourhood centre in the southern growth corridors on the site of the existing aerodrome.
- Encourage shops to front the road, be built in line with other buildings, and have regard to the location of car parking, landscaping and pedestrian areas.
- Discourage uses such as display yards or service stations which disrupt pedestrian connections in shopping streets.
- Ensure residential uses do not occupy ground floor retail street frontages in commercial core areas, to prevent disruption to commercial activity.
- Consider the potential for a rezoning land in McLennan Street, Mooroopna, adjacent to the former Mooroopna Hospital to provide for development/uses which complement the proposed retirement complex.

***Policy Guideline - Building setbacks***

- Buildings in a Business 1 or 2 zone are encouraged to have a zero set back from any road unless otherwise specified in a schedule to the Design and Development Overlay.

**21.06-6**

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**Tourism**

Another important industry is tourism which contributes significantly to the region's economic output. The tourism industry is mainly focused on shopping for locally produced and manufactured products (particularly canned foodstuffs), the meetings and business events markets, and people visiting family and friends. Council recognises the importance of the tourism industry within the municipality. Accordingly, it is appropriate to encourage

the provision of facilities and services that generally support the ability to experience Greater Shepparton's natural and cultural recreational values, including the provision of short term and home hosted accommodation, host farms and similar facilities.

***Objectives - Tourism***

- To encourage the provision of tourism facilities and services including short term and home hosted accommodation, host farms and similar facilities

***Strategies - Tourism***

- Promote the unique tourism opportunities of the irrigated rural landscape and the food growing and processing industries.
- Encourage examples of landmark architecture for the Shepparton CBD.
- Encourage the integration of tourist and agricultural activities where there are no adverse impacts on the operation of rural industries.

**21.06-8 Strategic Work Program**

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***Undertaking further strategic work – Economic Development***

- Update the Economic Development Strategy, incorporating an Industrial Land and supply analysis (including Tatura and Lemnos); a review of the Tourism Strategy; and trends in the agribusiness sector.
- Prepare Urban Design guidelines for development and signage of visitor services, particularly future highway service precincts at the access points to the Bypass.
- Investigate a future long term industrial area on the northern side of Wanganui Road bounded by the bypass to the north.
- Undertake a Rural Living review.



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**GENERAL IMPLEMENTATION****Applying Zones and Overlays - Settlement**

- Apply the Residential 1 Zone to established residential areas.
- Apply the Residential 1 Zone to residential land in growth corridors.
- Apply the Farming Zone to the 'growth' and 'consolidation' areas (FZ1); and 'niche' (FZ2) areas in accordance with the Rural Regional Land Use Strategy (RRLUS).
- Apply the Low Density Residential Zone and the Rural Living Zone to rural residential areas as nominated on the structure plans or identified in a comprehensive Residential Land Supply and Housing Strategy.
- Apply the Farming Zone to proposed long term urban growth areas.
- Apply the Development Plan Overlay to the growth areas to ensure co-ordinated development.
- Apply the Design and Development Overlays (Schedules DDO3, DDO4, DDO5, DDO6, and DDO7) to the five designated precincts in the "Urban Design Framework – Shepparton North and South Business Areas" to provide design guidelines and directions for the future developments in the precincts.
- Apply the Environmental Audit Overlay to guide the transformation of former intensive agricultural land to residential.
- Apply Development Plan Overlays for areas of new growth to guide road design and access and to guide preparation of Stormwater Management Plan.
- Apply the Development Contributions Plan Overlay to new growth areas to ensure that new physical and social infrastructure is adequately funded in a timely manner.

**Applying Zones and Overlays - Environment**

- Apply the Public Use Zones, PPRZ and PCRZ to public land and open space areas containing significant flora and fauna habitats.
- Apply the Significant Landscape Overlay to areas with significant landscapes.
- Apply the Vegetation Protection Overlay over roadsides and lineal reserves containing significant vegetation.
- Apply the Environmental Significance Overlay over waterways, wetlands and other areas of identified significance including Ramsar wetlands.
- Apply the Heritage Overlay to sites and areas of cultural heritage significance.
- Use the Schedule to the Farming Zone to require the preparation of Whole Farm Plans.
- Apply the Urban Floodway Zone to active floodplain areas with high hazards and strictly control use.
- Apply the Floodway Overlay to land that has significant risk of flooding in active floodplain areas with high hazards.
- Apply the Land Subject to Inundation Overlay to both urban and rural land subject to 1 in 100 year flooding.
- Apply the Special Building Overlay to land in urban areas that are subject to flows from urban drainage systems.
- Apply the Salinity Management Overlay to recharge areas.

### **Applying Zones and Overlays – Economic Development**

- Apply the Farming Zone to the ‘growth’ and ‘consolidation’ areas (FZ1); and ‘niche’ (FZ2) areas in accordance with the Rural Regional Land Use Strategy (RRLUS).
- Apply the Business 1 Zone to the primary retailing centres.
- Use the Schedule to the Business 1 Zone to identify floor space limits for the expansion of the Shepparton Marketplace shopping centres and future neighbourhood.
- Apply the Businesses 2 Zone to the office and business areas around the central CBD of Shepparton.
- Apply an appropriate zone to areas within the Shepparton and Mooroopna CBDs to encourage a mix of urban activities.
- Apply the Special Use Zone to the Goulburn Valley Freight Logistics centre.
- Apply the Industrial Zone to established industrial areas.
- Apply the Farming Zone on land designated for long term industrial use.
- Apply Design and Development Overlays to main roads and precincts within Shepparton/Mooroopna CBD to improve urban design, landscaping and to control advertising.
- Apply the Development Plan Overlay or similar tool to provide for protection and future growth of existing large-scale industries in Tatura.

### **Applying Zones and Overlays - Infrastructure**

- Apply the Road Zone Category 1 to the declared Main road network.
- Apply the Public Acquisition Overlay to land to be acquired for the bypass and for road widening purposes.
- Apply the Public Use Zone to the current site of the Shepparton Aerodrome.
- Apply Development Plan Overlays for areas of new growth to guide road design and access and to guide preparation of Stormwater Management Plan.
- Apply the Development Contributions Plan Overlay to new growth areas to ensure infrastructure is adequately funded in a timely manner.
- Apply the Environmental Significance Overlay to identify the required buffer distances around all the Goulburn Valley Water wastewater management facilities to ensure their protection from the encroachment of unsuitable uses.

21.09

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**SCHEDULE ONE TO THE FARMING ZONE**

Shown on the planning scheme map as **FZ1**

	<b>Land</b>	<b>Area/Dimensions/Distance</b>
Minimum subdivision area (hectares).	Land as delineated FZ1 on the map forming part of this schedule	60 hectares
Minimum area for which no permit is required to use land for a dwelling (hectares).	Land as delineated FZ1 on the map forming part of this schedule	80 hectares
Maximum area for which no permit is required to use land for timber production (hectares).	None specified	None Specified
Minimum area for which no permit is required to alter or extend an existing dwelling (square metres).	All land	100 square metres
Minimum area for which no permit is required to alter or extend an existing building used for agriculture (square metres).	All land	100 square metres
Minimum setback from a road (metres).	A Road Zone Category 1 or land in a Public Acquisition Overlay to be acquired for a road, Category 1	100 metres
	A Road Zone Category 2 or land in a Public Acquisition Overlay to be acquired for a road, Category 2	40 metres
	Any other road	20 metres
Minimum setback from a boundary (metres).	Any other boundary	5 metres
Minimum setback from a dwelling not in the same ownership (metres).	All land	100 metres

Permit requirement for earthworks	Land
Earthworks which change the rate of flow or the discharge point of water across a property boundary.	All land except for that which an approval or an exemption has been made or granted under the 'Earthworks Controls in the Shire of Campaspe, City of Greater Shepparton and Moira Shire – August 2010' incorporated at Clause 81.
Earthworks which increase the discharge of saline groundwater.	All land except for that which an approval or an exemption has been made or granted under the 'Earthworks Controls in the Shire of Campaspe, City of Greater Shepparton and Moira Shire – August 2010' incorporated at Clause 81.

**SCHEDULE TWO TO THE FARMING ZONE**

Shown on the planning scheme map as **FZ2**

	Land	Area/Dimensions/Distance
Minimum subdivision area (hectares).	Land as delineated FZ2 on the map forming part of this schedule	40 hectares
Minimum area for which no permit is required to use land for a dwelling (hectares).	Land as delineated FZ2 on the map forming part of this schedule	40 hectares
Maximum area for which no permit is required to use land for timber production (hectares).	None specified	None Specified
Minimum area for which no permit is required to alter or extend an existing dwelling (square metres).	All land	100 square metres
Minimum area for which no permit is required to alter or extend an existing building used for agriculture (square metres).	All land	100 square metres
Minimum setback from a road (metres).	A Road Zone Category 1 or land in a Public Acquisition Overlay to be acquired for a road, Category 1	100 metres
	A Road Zone Category 2 or land in a Public Acquisition Overlay to be acquired for a road, Category 2	40 metres
	Any other road	20 metres
Minimum setback from a boundary (metres).	Any other boundary	5 metres
Minimum setback from a dwelling not in the same ownership (metres).	All land	100 metres

Permit requirement for earthworks	Land
Earthworks which change the rate of flow or the discharge point of water across a property boundary.	All land except for that which an approval or an exemption has been made or granted under the 'Earthworks Controls in the Shire of Campaspe, City of Greater Shepparton and Moira Shire – August 2010' incorporated at Clause 81.
Earthworks which increase the discharge of saline groundwater.	All land except for that which an approval or an exemption has been made or granted under the 'Earthworks Controls in the Shire of Campaspe, City of Greater Shepparton and Moira Shire – August 2010' incorporated at Clause 81.



# Victorian Commission for Gambling and Liquor Regulation

## REASONS FOR DECISION

In the matter of an application by Mt Dandenong Tourist Hotel Pty Ltd under section 3.3.4(1) of the *Gambling Regulation Act 2003* for approval of the premises, the Peppermill Hotel, Goulbourn Valley Highway, Kialla, Shepparton as suitable for gaming with twenty (20) Electronic Gaming Machines.

**Commission:**

Mr Mark Brennan, Chair  
Ms Kate Hamond, Commissioner  
Mr Des Powell, Commissioner

**Appearances:**

Ms Sarah Porritt of Counsel for the Applicant  
(instructed by Bazzani Scully Brand)

Ms Susan Whitney of Russell Kennedy Lawyers for the  
City of Greater Shepparton

Mr Bronte Campbell as Counsel Assisting the Commission

**Decision:**

That the application be granted

**Signed:**

**Mark Brennan**  
Chair





## REASONS FOR DECISION

### BACKGROUND

1. This is an application by Mount Dandenong Tourist Hotel Pty Ltd (**Applicant**) for the approval of the Peppermill Hotel at Goulbourn Valley Highway, Kialla, Shepparton (**Premises**) as suitable for gaming with 20 Electronic Gaming Machines (**EGMs**).
2. The Applicant is a company within the Cook, Beaumont and Partners Group and has entered into a contract of sale to purchase the Premises. However, completion of the contract of sale is contingent on approval of this application.
3. The relevant municipal council in respect of this application is the City of Greater Shepparton Council (**Council**). On 5 March 2012, the Council provided the Commission and Applicant with a written submission in opposition of the application. The Council was also represented at the hearing.

### THE LEGISLATION AND THE TASK BEFORE THE COMMISSION

4. Determination of this application is governed by section 3.3.8(1) of the *Gambling Regulation Act 2003* (**the Act**) which states that the Commission must determine an application by either granting or refusing a premises as suitable for gambling.
5. The Act recognises that, notwithstanding individual rights of self-determination and gaming's recreational legitimacy, gaming on EGMs causes harm to some communities and some members of some communities.<sup>1</sup> It is for this reason that the Act includes safeguards to ensure that an appropriate balance is struck between a lawful and legitimate recreational activity for some and harm for others.
6. An applicant must satisfy the Commission of the "no net detriment test" and the other matters set out in section 3.3.7 of the Act:<sup>2</sup>

"(1) The Commission must not grant an application for approval of premises as suitable for gaming unless satisfied that –

- (a) the Applicant has authority to make the application in respect of the premises; and
- (b) the premises are or, on the completion of building works will be, suitable for the management and operation of gaming machines; and

<sup>1</sup> See: s 1.1(2) of the Act.

<sup>2</sup> See: *Romsey Hotel Pty Ltd v Victorian Commission for Gambling Regulation* [2009] VCAT 2275, [247] (Bell J).



- (c) the net economic and social impact of approval will not be detrimental to the well-being of the community of the municipal district in which the premises are located.
- (2) In particular, the Commission must consider whether the size, layout and facilities of the premises are or will be suitable.
- (3) The Commission must also consider any submission made by the relevant responsible authority under section 3.3.6.”
7. The no net detriment test requires the Commission to weigh the likely positive economic and social impacts of an application against the likely negative economic and social impacts. The test will be satisfied if, following the weighing of any likely impacts, the Commission is satisfied that the net economic and social impacts of approval on the well-being of the relevant community will be either neutral or positive.<sup>3</sup>
8. Evidence of the community’s attitude to an application is a relevant consideration for the Commission in weighing the competing impacts as part of the no net detriment test.<sup>4</sup>
9. Further, section 3.3.6 of the Act allows the Council to make a submission addressing the economic and social impact of the proposal on the well-being of the community and taking into account the impact of the proposal on surrounding municipal districts. The Commission is bound to take this submission into consideration when applying the no net detriment test: section 3.3.7(3). This recognises the special role of local government in representing the people of a community.<sup>5</sup>

## THE PEPPERMILL HOTEL AND THE CITY OF SHEPPARTON

10. The City of Greater Shepparton (**Shepparton LGA**) is a regional Local Government Area located approximately 180 kilometres north of Melbourne and includes the major town centres of Shepparton, Maroopna and Tatura. The Shepparton LGA has an adult population of 47,294 and the 5<sup>th</sup> highest population of the 13 regional municipalities in Victoria.

<sup>3</sup> *Macedon Ranges Shire Council v Romsey Hotel Pty Ltd* (2008) 19 VR 422, 435 (“Romsey”).

<sup>4</sup> *Romsey* (2008) 19 VR 422, 434.

<sup>5</sup> *Romsey Hotel Pty Ltd v Victorian Commission for Gambling Regulation* [2009] VCAT 2275, [247] [249].



11. The Shepparton LGA is made up of three statistical local areas<sup>6</sup> and is subject to a regional cap of 329 EGMs. Currently, there are 329 EGMs operating in the Shepparton LGA in seven gaming venues. Accordingly, in order for the Applicant to install EGMs in the Premises, the EGMs would need to be transferred from other venues within the municipality.
12. In terms of gaming statistics, the Shepparton LGA has 10% fewer EGMs per 1,000 adults than the regional average and 13% more than the Victorian average. The Shepparton LGA is ranked the 5<sup>th</sup> lowest in terms of EGM density of the 13 regional municipalities with EGMs. Expenditure on EGMs within the Shepparton LGA was \$30,281,878.19 for the 2010-11 financial year or \$640 per adult within the municipality. Shepparton's EGM expenditure within the 2010-11 financial year was 0.16% less than the regional average and 4% more than the Victorian average. It is also noted that gaming expenditure within the Shepparton LGA has decreased by 7.95% in real terms (indexed to inflation) over the past five years.
13. The material before the Commission showed that both the municipality and the area surrounding the Premises show signs of disadvantage. The Greater Shepparton LGA is broken down into three Statistical Local Areas (**SLA**); Greater Shepparton Central, Greater Shepparton East and Greater Shepparton West. In terms of social and economic disadvantage, the SLAs vary greatly. Greater Shepparton Central, where the Premises is located, is ranked 32 of 41 Regional SLAs on the Social and Economic Index for Local Areas (**SEIFA**) for Disadvantage indicating the area shows strong signs of relative disadvantage. Greater Shepparton East is ranked as 4 of 41 Regional SLAs indicating relatively little disadvantage in the area while Greater Shepparton West is ranked 23 of 41 showing some signs of disadvantage.
14. Notably, when the Greater Shepparton Central SLA is broken down into Census Collection Districts (**CCD**), the material before the Commission showed that the Premises is located in a CCD that exhibits the least signs of disadvantage. However, it is important to note that immediately north of the Premises, there are a number of CCDs that exhibit the strongest signs of disadvantage. The Commission accepts that while the Premises may be located in an area that shows little signs of disadvantage, in the 5km immediate surrounding area where it can be expected that the majority of the venue's patrons will be drawn from, has mixed levels of disadvantage including areas exhibiting strong signs of disadvantage.

<sup>6</sup> A group of one or more *Census* Collection Districts



15. The Premises is located in the suburb of Kialla, south of the Shepparton CBD. The Shepparton LGA currently has seven gaming venues, six of which lie within the Greater Shepparton Central SLA. While the Premises is also located within the Shepparton Central SLA, it is somewhat removed from the other gaming venues within the SLA. The Commission accepts that approval of this application would result in EGMs being introduced into the suburb of Kialla which has, up until this point, been isolated from EGMs.

#### **THE MATERIAL BEFORE THE COMMISSION**

16. The Applicant filed with the Commission with extensive material in support of its application, including:
- a) an undated application for a Planning Permit;
  - b) a Social and Economic Impact Assessment, prepared by Urbis Pty Ltd dated December 2011 and addendum report;
  - c) an Expenditure Report prepared by Progressive Venue Services dated December 2011;
  - d) a Witness Statement of Peter John Cook dated December 2011;
  - e) a Witness Statement of Richard Davis dated December 2011; and
  - f) confidential cash flow projections for the Applicant.
17. In opposition to the application, the Council filed:
- a) a Community Profile Report for the City of Greater Shepparton; and
  - b) a Social and Economic Impact Assessment Report prepared by CPG Australia Pty Ltd dated February 2012.
18. A statistical report prepared by Commission officers, titled Economic and Social Impact Report, dated April 2012 was also considered by the Commission.

#### ***Evidence of likely expenditure***

19. Mr Richard Whitehouse, a director of Progressive Venue Services, appeared before the Commission to give evidence and was cross-examined.



20. PVS uses the Geotech Model to estimate likely EGM expenditure in gaming venues. The Geotech Model is a geo-spatial model based on the convenience of a venue, its attractiveness and the expenditure statistics for the relevant municipality.
21. Mr Whitehouse gave evidence that the Geotech model predicted that, should the application be approved, the annual expenditure on the 20 EGMs to be installed in the Premises will be approximately \$1,960,000 of which 94.3% would be transferred from other venues. In terms of an actual increase in expenditure within the municipality, the Geotech model predicted that expenditure within Greater Shepparton would increase by \$95,750 in the first year of operation.
22. Mr Whitehouse told the Commission that in his experience, it is appropriate to increase the model's prediction by 15% to allow for over-performance due to Shepparton's profile as a regional centre. According to Mr Whitehouse, once the adjustment is applied, the model's output is taken above the 75<sup>th</sup> percentile confidence interval. Mr Whitehouse told the Commission that, in effect, this means that there is a greater than 75% chance that the model's output will be above the actual performance of the EGMs once installed. Mr Whitehouse's adjusted figures predict the expenditure at the venue on the 20 EGMs to be installed to be \$1,940,000 with a net increase within the municipality of \$110,000.
23. Mr Whitehouse gave evidence that he also held some concerns over the high transfer rate of 94.3%. Mr Whitehouse noted that a unique aspect of this application is that, if the application is approved, EGMs will have to be transferred from a part of Shepparton that has a very high EGM density to an area where there are no EGMs. Accordingly, Mr Whitehouse told the Commission that it was appropriate to discount the model's predicted transfer rate to 85% to allow for the movement of machines out of a gaming dense area. Mr Whitehouse also noted that the transfer rate was high compared with other regional centres such as Ballarat. Therefore, with the reduction applied to the model's predicted transfer rate, it can be expected that expenditure within the municipality will increase by around \$290,000 after the first 12 months of operation.
24. Mr Whitehouse told the Commission that the prediction did not take into account the anticipated reduction in trade that would occur once the restrictions on ATM facilities in gaming venues came into effect, nor did it take into account any pre-commitment policies which are to be legislated by 2015.



25. The Commission accepts Mr Whitehouse's expenditure prediction as reasonable.

***Evidence of Mr Cook***

26. Mr Cook provided a witness statement and gave evidence at the hearing of the application and was cross-examined. Mr Cook is the director of the Applicant and the joint Managing Director of the Cook, Beaumont and Partners Group (**the Group**). The Group operates 28 hospitality venues across Australia, 8 of those venues currently contain EGMs. In recent times, the Group has made applications to the Commission for approval of gaming in a small number of their Victorian venues.
27. Mr Cook told the Commission that the purchase of the venue by the Group was contingent on planning and gaming approvals. Mr Cook gave evidence that the Group wanted to transform the venue into a balanced entertainment venue where gaming was one part of a broader entertainment offering. However, gaming would provide a significant revenue stream that would allow it to finance the purchase and renovations to the venue.
28. Mr Cook gave evidence that, in addition to the Group's hospitality business, the Group operates its own construction company. This enables the group to undertake large-scale renovations more efficiently and at a reduced cost compared with engaging an external construction company. The Group has recently won a number of awards for the renovations completed on their hospitality venues. Should this application be approved, the Applicant will undertake the following renovations to the venue:
- a) an upgrade and expansion of the current bistro including a new outdoor facility with retractable roof;
  - b) improved function and conference facilities;
  - c) landscaping of outdoor areas;
  - d) upgrade of the current playground facilities;
  - e) a new lounge bar area;
  - f) an upgrade to the front bar and wagering areas;
  - g) addition of a gaming room with 20 EGMs; and
  - h) general rejuvenation of the external appearance of the venue and the addition of 18 car parking spaces.



29. Mr Cook told the Commission that the current bottle shop at the Hotel will close as part of the renovation works however packaged liquor will continue to be available for purchase over the bar.
30. Mr Cook estimates that the total cost to the Group for the works will be in excess of \$600,000, however if the works were to be completed by an external construction company, the works would be likely to cost in excess of \$800,000. Mr Cook gave evidence that the Group will use local tradespersons and sub-contractors for approximately half of the construction works.
31. In addition to the proposed renovation works, the Applicant proposes to provide \$30,000 per annum (indexed to the Consumer Price Index) in financial contributions to local community and sporting groups for the life of the EGM entitlements<sup>7</sup>. Mr Cook gave the Commission an express undertaking that, should the application be approved and the purchase completed, the Applicant would make good on its proposal to provide the annual cash contributions. In addition, the Applicant will carry on the current support that the hotel provides to local community and sporting groups. Mr Cook estimated the current contributions by the venue operator to community and sporting groups totalled between \$7000 and \$9000.
32. Mr Cook told the Commission that the Group, on a number of occasions, had tried to enter into dialogue with the local council to discuss this application and the proposed community contributions but those approaches had been rejected. Mr Cook gave evidence that if, for whatever reason, the council was not willing to work with the Applicant to determine how best to distribute the community contributions, the Applicant would look to providing other groups with the funding such as local primary schools or charities. Mr Cook said the biggest concern for the Applicant was that the funds be used in the best and most effective possible way.
33. The Commission raised the possibility of imposing a condition on the approval of this application that it provide evidence of its community contributions on an annual basis. Mr Cook did not take issue with imposition of such a condition.

<sup>7</sup> The Applicant purchased 20 EGM entitlements at the 2010 Gaming Entitlement Auction. The Entitlements operate for a period of 10 years from August 2012.



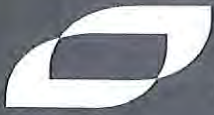
### ***Evidence of Mr Davis***

34. Mr Davis provided a witness statement and gave evidence at the hearing of the application and was cross-examined. Mr Davis holds the position of Group Operations Manager within the Group and oversees the management of individual venues in the Group's portfolio. Mr Davis is also responsible for the Group's compliance with responsible service of alcohol and gambling requirements.
35. Mr Davis told the Commission that the Group has a responsible gaming policy for all of its gaming venues that has been steadily developed over the last 18 months. The policy has been developed in conjunction with an external gaming consultant who also performs quarterly audits on all of the Group's gaming venues. Mr Davis gave evidence that the Group was committed to harm minimisation and demonstrating industry best practice in terms of gaming compliance. Mr Davis also told the Commission that the Group with all its gaming venues enlists the help of the local Gamblers Help organisation to ensure that staff are trained to industry best practice standard.
36. Mr Davis was questioned by the Commission as to whether he had been in contact with the Council regarding the application and he told the Commission that he had not. However, Mr Davis told the Commission that he has been in contact with the local Gamblers Help organisation regarding the implementation of responsible service of gaming should this application be successful.
37. Mr Davis gave evidence that the Group is community focused in its culture and operations. Mr Davis told the Commission that all of the Group's venues contribute to the community in different ways be it through in-kind contributions, cash donations or other support. Mr Davis said that, should the application be approved, the Applicant would strive to work with the local Council to determine where the community contributions would be best used.

### ***Social and Economic Impact Statement - Urbis***

38. The Applicant engaged Urbis Pty Ltd (**Urbis**) to prepare a social and economic impact statement to accompany its application. Mr Rhys Quick, director of Urbis and author of the impact statement, gave evidence at the hearing of the application and was cross examined.





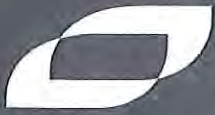
39. Mr Quick told the Commission while Kialla was once a separate town to Shepparton, due to the residential development spread in Shepparton, Kialla is now a larger suburb of Shepparton. According to Mr Quick, the area around the Premises is not highly pedestrianised and is somewhat separated from the residential areas of Kialla. Mr Quick classifies the Premises as a destination venue, as it is located within an area with low pedestrian traffic and in most cases, patrons would be making a conscious decision to drive to the venue.
40. In preparing his report, Mr Quick conducted a survey of bistro patrons that showed that the majority of current patrons come from the suburbs of Kialla and Shepparton. Mr Quick noted that the results of the patron survey showed that more patrons came from Shepparton compared with Kialla however, in Mr Quick's opinion this is explained by Shepparton's vastly larger population. Mr Quick also noted that the Premises is easily accessed by those people residing in the southern part of Shepparton.
41. Mr Quick gave evidence that there is a concentration of residential development occurring in the south of Shepparton. In the near vicinity of Kialla, there are four residential estates that are either fully developed or partially developed. Notably, the Kialla Lakes estate is in very close proximity to the Premises.
42. Mr Quick noted that while the Shepparton LGA is ranked 19<sup>th</sup> highest out 80 LGAs in terms of level of disadvantage, when broken down into census collection districts, the area surrounding the Premises is within the lowest 20 per cent of disadvantaged areas. This is in contrast to the areas within the central part of Shepparton that currently surround the majority of Shepparton's gaming venues, which show significant signs of disadvantage.
43. Mr Quick told the Commission that a key factor in this application is the transfer of EGMs from a highly EGM dense and significantly disadvantaged area to an area with no EGMs and considerably less disadvantage. Mr Quick gave evidence that the Applicant purchased 20 EGM entitlements at the 2010 EGM Entitlements Auction while the Mooroopna Golf Club, Shepparton Club and Victoria Hotel purchased 24 less entitlements than the number of machines currently operating in those venues. Accordingly in August 2012 when the results of the EGM Entitlements Auction come into effect, should this application be approved, 20 EGMs will be removed from those venues and installed in the Premises.



44. Mr Quick noted that the three venues that have purchased less EGM entitlements are located in areas exhibiting more signs of disadvantage compared with the area surrounding the Premises. Mr Quick also noted that the machines would be transferred out of convenient and busy CBD locations to a growth area of Shepparton. Mr Quick concluded that the transfer of machines out of the CBD to Kialla was a social and economic benefit to the municipality.
45. Mr Quick acknowledged that approval of this application would result in the creation of a new gaming venue in a location that has otherwise been a haven from EGMs. However, Mr Quick gave evidence that the residents in Kialla travel to Shepparton frequently and on an almost daily basis and therefore have access and exposure to EGMs already.
46. Mr Quick gave evidence that it is difficult to obtain meaningful statistics that give an indication of levels of problem gaming. However, Mr Quick had been in contact with the local Gamblers Help organisation who instructed him that problem gamblers came from across the municipality and were not over represented in any specific area or suburb.
47. In summary, Mr Quick noted the principal benefits of this application to be:
- a) a redeveloped venue with a broad entertainment offering and improved facilities including an expanded bistro, conference and function facilities, creation of a lounge area and extensive upgrades to the exterior of the venue ;
  - b) a gaming venue operated by experienced gaming operators with a strong focus on responsible service of gaming and harm minimisation;
  - c) community contributions of \$30,000 per annum (indexed to CPI) to local community groups in addition to the community support already provided by the venue;
  - d) transfer of EGMs from a disadvantaged area to a less disadvantaged area; and
  - e) an economic stimulus effect within the region.
48. In Mr Quick's opinion, the introduction of 20 EGMs in the Premises will have a positive economic and social impact on the community.

#### **THE COUNCIL'S SUBMISSION**

49. The Council filed a social and economic impact submission with the Commission and called Ms Natalie Reiter, Principal of CPG and author of the submission, to give evidence at the



hearing of the application. Ms Reiter was also cross-examined by the Counsel for the Applicant and the Commission.

50. In Ms Reiter's opinion, approval of this application would result in a social detriment to the municipality and have a neutral economic impact. Principally, Ms Reiter's conclusion was based on the following contentions:
- a) Approval of this application will result in the loss of one of only two venues where a member of the community can socialise in a pub type environment without being in walking distance to an EGM; and
  - b) The introduction of gaming into an area of the municipality that was until now, a haven from EGMs.
51. Ms Reiter conceded that there are some benefits to the community arising out of the application including the provision of cash contributions and a redeveloped venue, however she advised that these benefits did not outweigh the harm to the community occasioned by the introduction of a new gaming venue into a haven area and the reduction of EGM hotel venues.
52. Ms Reiter also speculated that the purchase of the venue would be sustainable without the provision of EGMs and provided the Commission with projected cash flow statements which were said to evidence this. The Commission notes that the cash flow projections prepared by Ms Reiter were unsophisticated and prepared without any consideration of capital outlay or indeed any inputs of actual financial data from the Applicant's business. Accordingly, the Commission cannot accept this argument.
53. Ms Reiter gave evidence that, based on the Productivity Commission's 2009 Report, it was likely that there were 258 people in Shepparton with a gaming problem relating to EGMs and of that number approximately 32 people would be seeking to avoid gaming venues. Ms Reiter conceded that this evidence was based on a purely mathematical extrapolation of the data contained within the Productivity Commission's report and the population of Shepparton. The Commission cannot accept evidence based on simple mathematical theory without other corroborating statistical data.
54. Ms Reiter was questioned by Counsel for the Applicant and the Commission as to whether she had sought any data from the local community groups that assist with problem gaming. Ms Reiter informed the Commission that she had approached the local Gamblers Help organisation who had declined to assist her with her enquiries as they derived their revenue



from gaming venues. The Commission considers this to be an alarming proposition that is inconsistent with the aims of the Gamblers Help organisation.

55. The Council did not provide evidence or call witnesses from any of the community groups within Shepparton and Kialla that deal with problem gaming. The Commission regards this as a deficiency in the presentation of Council's opposition to the application. It is clear that the Commission would have benefited greatly from evidence provided by any of those community groups, including the local Gamblers Help organisation.
56. Notably, the Council did not call any representative from the Council to give evidence regarding the Council's attitude towards the proposal. Again, the Commission would have benefited from the opportunity to hear from a representative of Council, particularly in relation to its attitude towards the Applicant's proposed cash contributions to the community.
57. The Council also filed with the Commission a Community Profile Report which provides a profile for the City of Greater Shepparton based on the 2006 Census of Population and Housing published by the Australian Bureau of Statistics. The content of that report was not disputed by the Applicant and the statistical data contained within the report is consistent with the Economic and Social Impact Report prepared by the Commission.
58. In summary, the Council was of the view that the granting of this application would result in a net economic and social detriment to the community of Shepparton. The Council's primary concerns in respect of the application were:
  - a) the creation of a new gaming area within Shepparton;
  - b) the loss of a hotel venue that is free from EGMs; and
  - c) an increase in EGM expenditure within the municipality.

## **ECONOMIC AND SOCIAL IMPACT**

59. The task before the Commission in respect of this application is a difficult one. The Commission accepts that approval of this application will result in EGMs being introduced into the Kialla community that has, until now, been a haven from EGMs. However, approval of this application will result in EGMs being removed from a disadvantaged area with a high EGM density and moved to an area with low levels of disadvantage.



60. Consistent with the approach taken by Justice Bell in *Romsey Hotel Pty Ltd v Victorian Commission for Gambling Regulation* [2009] VCAT 2275, the Commission considers it useful to separately analyse the economic and social impacts of an application.

### **Social Impact**

61. The Commission acknowledges that the creation of a new gaming venue carries with it a risk of an increase in problem gaming. This is particularly the case where EGMs will be introduced into an area that has otherwise been free from EGMs and a new locality is being exposed to gaming. The Commission also acknowledges that the area surrounding the Premises is becoming increasingly residentially dense, which will increase the risk of convenience problem gaming.
62. However, the Commission also accepts the proposition that problem gaming has a greater effect to areas with higher levels of disadvantage. It follows that there is some social benefit in transferring machines from an area exhibiting strong signs of disadvantage to an area with minimal signs of disadvantage. The Commission also accepts that the vast majority of residents of Kialla would travel to Shepparton on a frequent basis and, as such, are already exposed to EGMs.
63. The Commission is satisfied that the Applicant has appropriate strategies in place to minimise the risk of problem gambling and accepts that the Applicant, and the Group, is committed to the responsible service of gaming. The Group has, on a number of occasions, come before the Commission and held itself out to be best a practice gaming provider. The Commission now considers the Group to be an industry leader and expects the Group to maintain this standard at this venue and across all of its venues.
64. On balance, the Commission accepts that approval of a new gaming venue and area increases the risk of problem gaming in the municipality, however it is satisfied that the increase in risk is mitigated to a certain extent by the Applicant's commitment to harm minimisation and responsible service of gaming. Further, the Commission is satisfied that an increase in risk in Kialla will be somewhat offset by a reduction of risk in the areas from where the EGMs will be transferred. The Commission accepts that the municipality will derive a marginal social benefit from a redeveloped and rejuvenated hospitality venue in Kialla.



65. The Commission acknowledges that approval of this venue will result in the loss of a non-gaming hotel in Shepparton. However, the Commission does not accept the premise that members of the Shepparton community who are seeking to avoid EGMs will not be able to dine or socialise in a venue that is not within walking distance to EGMs. Shepparton has many restaurants and bars that would provide this opportunity.
66. On balance, the Commission considers that the likely social impact of the proposal will be neutral.

### ***Economic Impact***

67. The Commission accepts that this proposal will result in an increase in gaming expenditure of approximately \$290,000 in the Shepparton municipality. In overall terms, this represents a minor increase in EGM expenditure within the municipality. While the increase in expenditure will bring with it an economic stimulus to the region, this benefit is negated where expenditure derived from problem gaming also increases.
68. The Commission considers an ancillary economic benefit to the municipality of this application will be the increase in employment numbers at the venue, as well as the employment of local sub-contractors to undertake the renovations at the venue. The Commission also considers that approval of a new gaming venue increases competition within the municipality which brings with it a small economic benefit.
69. The Commission considers that the main economic benefit of the proposal is the Applicant's commitment to provide \$30,000 annually, indexed to CPI for the life of the EGM entitlements<sup>8</sup>, to support community groups within the municipality. The Commission encourages both the Applicant and the Council to find a way to work collaboratively to ensure that the cash contributions are distributed to organisations which will derive the most benefit from them.
70. On balance, the Commission is satisfied that approval of this application will bring with it an economic benefit.



## CONCLUSION

71. The no net detriment test in section 3.3.4(1)(c) of the Act requires the Commission to weigh the likely positive economic and social impacts of an application against the likely negative economic and social impacts. The test will be satisfied if, following the weighing of any likely impacts, the Commission is satisfied that the net economic and social impacts of approval on the well-being of the relevant community will be either neutral or positive.<sup>9</sup>
72. The Commission has considered the likely economic and social impacts of the proposal and concludes that approval of this application will bring an economic benefit to the municipality and will have a neutral social impact.
73. The Commission accepts there is a risk that approval of this application will result in a small increase in problem gambling expenditure. However, this potential negative is outweighed by the positive economic benefits of this application.
74. The Commission notes that the 'tipping point' in respect of this application was the Applicant's commitment to provide the cash contributions proposed. Without these contributions, the Commission may have been minded to reject the application on the basis that the risk of an increase in problem gaming as a result of approval of the application was not outweighed by the benefits of the application. Accordingly, and notwithstanding the undertaking proffered by Mr Cook, the Commission has determined it is appropriate to impose a condition on this approval to ensure that the Applicant makes good on its promise to provide the cash contributions.
75. Further, the Commission is satisfied as to the other matters in section 3.3.7(1), namely that the Applicant has the authority to make the application, and the Premises will be suitable for the operation of gaming machines.
76. The Commission is also satisfied that the Applicant understands and will act on its obligations to, so far as is reasonable, take measures to prevent problem gambling. Accordingly, the Commission is satisfied that it should exercise its discretion to approve the application with the following condition:

<sup>8</sup> Commencing after the first full year of operation of EGMs in the Premises

<sup>9</sup> Romsey (2008) 19 VR 422, 435.



- a) Mt Dandenong Tourist Hotel Pty Ltd will provide to the Commission evidence of its financial community contributions annually from the date of installation of Electronic Gaming Machines in the approved venue.



# **SHEPPARTON SHOW ME REFERENCE GROUP**

## **TERMS OF REFERENCE**

## SCHEDULE

### 1 DEFINITIONS

In this Schedule unless contrary intention appears:

**Shepparton Show Me Reference Group** (Reference Group) will advise Council with regards to reviewing Council's current Shepparton Show Me promotional scheme and offering suggestions for improvement.

**Reference Group** means the persons who are appointed to the Special Reference Group in the manner hereinafter provided.

### 2 OBJECTIVES OF THE REFERENCE GROUP

The objectives of the **Shepparton Show Me Reference Group** shall be to act as an advisory Group for the review of the existing Shepparton Show Me promotional scheme, and in particular:

- 2.1 To review the effectiveness of the current Shepparton Show Me promotions. This in part will be conducted via a survey of SSM stakeholders and a further survey of the wider area surrounding the SSM boundary.
- 2.2 Make recommendations to Council on the most effective model to promote Shepparton's commercial and industrial businesses.
- 2.3 Identify and recommend to Council the principles that Council should consider when allocating the contribution to Shepparton Show Me.

- 2.4 To review and recommend to Council changes, if any, to the objectives of Shepparton Show Me and advise as to why, if any, objectives are not being met.
- 2.5 To review and recommend to Council changes, if any, to the structure of, or the governance model applicable to Shepparton Show Me.
- 2.6 To review and recommend the amount of total rates revenue and the weighted distribution of those rates collected from properties for the Shepparton Show Me promotional scheme

### **3 ITEMS OUTSIDE THE SCOPE OF THIS REVIEW**

Issues the Reference Group ***will not*** be asked to consider or comment upon :-

- 3.1 Strategies and policies of Council in general, except the strategies and policies that relate directly to Shepparton Show Me;
- 3.2 Cost effectiveness and efficiency of providing Council services;

## 4 COUNCIL'S RESPONSIBILITY TO THE REFERENCE GROUP

4.1 Council will provide the Reference Group with the necessary expert advice to enable it to reach its recommendations. This may include:

- Reference to relevant legislation – namely the *Local Government Act 1989*
- Similar promotional models and information from other regional cities (and other municipalities as requested)
- Financial modelling generated by Council staff

Council will support via participation of Officers as required to inform the meeting, support meeting processes and other meeting requirements.

4.2 Council may use the information provided from the Reference Group and consult further with the stakeholders of Shepparton Show Me.

4.3 Council will use this information that has been obtained from the Reference Group and the stakeholders of Shepparton Show Me as part of its decision making process.

4.4 Council may amend the recommendations of the Reference Group based on the information obtained during any subsequent consultations.

4.5 The Chief Executive Officer of Greater Shepparton City Council shall be an ex-officio, non-voting member of the Reference Group. The Chief Executive Officer may delegate this membership to other officers.

## **5 COMPOSITION AND PROCEEDINGS OF THE SPECIAL REFERENCE GROUP**

5.1 The Reference Group shall comprise of 11 members appointed by resolution of Council as follows:

- Councillors (2 with one Councillor appointed Chairperson)
- Shepparton Chamber of Commerce and Industry (1)
- Former Chairs of Shepparton Show Me (2)
- Representative of the legal profession (1)
- Tourism Greater Shepparton (1)
- Shepparton Business Community – commercial (2)
- Shepparton Business Community – industrial (2)

Nominated Council staff will attend to provide input and administrative support. The Chief Executive Officer will determine the staff required to support the group which may vary from time to time.

5.2 All persons nominated to serve on the Reference Group shall be subject to the initial and continued approval of Council for the term set out in 5.3.

5.3 Subject to Clause 5.4 all Reference Group members remain in office until completion of the review, or December 2012, whichever is the earlier.

5.4 On the resignation of, or in the case of a representative being incapable of acting for a representative body, the Council may on the advice of the Reference Group advertise for a replacement Reference Group person. The term of office of persons appointed to fill such a vacancy shall expire on the date at which the previous member would have gone out of office. Council may also consider leaving such position vacant if it deems the

remaining tenure of the reference group insufficient to warrant a replacement being appointed.

5.5 The Council is empowered to declare a Reference Group member's office vacant if he/she fails to attend two (2) consecutive meetings without leave of the Reference Group by resolution duly passed or on the recommendation of the Reference Group.

5.6 A Councillor shall be appointed as Chairperson.

5.7 If a member of the Reference Group has a conflict of interest in any matter in which the Reference Group is concerned, the member must disclose the nature of that interest at the meeting at which the matter is discussed.

Members with a conflict of interest must abstain from the proceedings, including removing themselves from the meeting while the item is under discussion.

5.8 For the purpose of clause 5.7 it is accepted that all members of the Reference Group are likely to be Shepparton Show Me differential rate payers and may potentially benefit from any changes recommended by the group. It is also accepted that such potential benefit, or otherwise, may vary disproportionately in its financial effect between members of the Reference Group.

## **6 MEETINGS OF THE REFERENCE GROUP**

6.1 Meetings of the Reference Group shall be held as determined by the Reference Group.

- 6.2 A meeting of the Reference Group must be held at a time and place determined by the Reference Group.
- 6.3 A motion before a meeting of the Reference Group is to be determined by consensus on the following basis:
- (a) Each member of the Reference Group who is entitled to vote is entitled to one vote;
  - (b) Unless the procedures of the Reference Group otherwise provide, voting must be by show of hands;
  - (c) Decisions on recommendations to be made to the Council should be reached by consensus and where consensus can't be reached but a majority of members believe it should go forward, this should be noted in the report to Council. If there is an equality of votes the motion is lost.
- 6.4 The Reference Group shall keep a record of each of its meetings and the Chairperson shall ensure that the minutes of the meeting are submitted to the next meeting for confirmation.
- 6.5 When the minutes are confirmed the Chairperson at the meeting must sign the minutes and certify that they have been confirmed.
- 6.6 Seven members of the Reference Group shall constitute a quorum at any meeting of the Reference Group and the meeting will not proceed unless a quorum is present.
- 6.7 The Reference Group may form Sub-Reference Groups from amongst its members for the purpose of

recommending on matters pertaining to the provisions of this Instrument, provided that no recommendation may be communicated to Council until endorsed by the full Reference Group.

6.8 The Chairperson shall be an ex-officio member of all Sub-Reference Groups.

6.9 Such Sub-Reference Groups shall only be established by resolution of the Reference Group and shall only carry out those functions stated in such resolution, as determined by the Reference group.

## **7 INDEMNITY**

7.1 The Council will indemnify members of the Reference Group against any action, liability, claim or demand on account of any matter or thing done by them on behalf of the Reference Group, when they are acting in accordance with this Terms of Reference by that member of the Reference Group in the honest and reasonable belief or under a mistake of law that the member was properly exercising any function or power of the Reference Group.

7.2 All materials, information and references provided in the course of Reference Group meetings will be deemed confidential, unless approved by Council as not being confidential.

## **8 TERM OF APPOINTMENT**

8.1 This Reference Group shall cease in December 2012 unless otherwise extended in writing by the Council.



## **9 REVOCATION**

- 9.1 These terms of reference may be revoked at any time by the Council, if in the view of the Council, the Reference Group is not functioning in the best interest of the community and the Council. The Council shall not exercise this power of revocation unless all reasonable attempts at negotiation have been exhausted between Council and the Reference Group.

## **10 REFERENCE GROUP REPRESENTATION**

- 10.1 It will be the responsibility of the Reference Group to notify Council of the resignation and/or appointment of members from the Reference Group.

# **GREATER SHEPPARTON CITY COUNCIL**

**Policy Number 58.POL3**

## **Itinerant Traders Policy**

**Version 1.0**

**Adopted 18 September 2012**

This Policy should be read in conjunction with the Greater Shepparton  
City Council's Itinerant Traders Procedures and Local Law no. 1 –  
Community Living



## Preamble

This Policy has been developed to allow the Council to manage the requests for the operation of itinerant traders operating on Council owned or managed land.

## Policy Statement

Through this policy Council will be able to facilitate and manage temporary business operations that provide an enhanced use and enjoyment of public and municipal places within Greater Shepparton.

The Policy will provide direction for officers to assess applications and provide information to applicants when making applications.

Any person operating without a permit under this policy is in breach of Council's Local Law No 1 – Community Living - Clause 4.2.

Some key outcomes of the adopted processes will be to minimise community conflict resulting from temporary business operations while providing a process for assessing temporary business operations that is open and transparent in a manner that is fair to all.

## Policy Objectives

The objectives of this policy are:

- To facilitate the opportunities for itinerant traders that adds to the public's enjoyment and use of the municipality, while not reducing safety or access to public land;
- To provide a consistent and coordinated process for the assessment of applications for itinerant traders within the municipality through the Itinerant Traders Procedure.
- To provide suitable locations within Greater Shepparton that Itinerant Traders may be located at.

## Policy Review

This policy shall take effect for three (3) years following adoption of the policy by Council. The policy shall be subject to review not later than 1 July 2015.

## Related Policies and Legislation

- Planning and Environment Act 1987
- Greater Shepparton City Council Planning Scheme.
- Greater Shepparton City Council Local Law No. 1 – Community Living - Part 3
- Procedure for Control and Management of Itinerant Traders
- Road Safety Act 1986
- Road Safety Regulations 1999
- Food Act 1984
- Health Act 1958
- Crown Land (Reserves) Act 1978
- National Competition Policy

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**Gavin Cator**  
**Chief Executive Officer**

**Date**

# Procedure for Control and Management of Itinerant Traders

Policy No. Procedure 58.POL3

This is a tool that will provide Council with a framework for the operation and management of itinerant traders within the municipality.

The objectives of this procedure are:

- To facilitate the opportunities for itinerant traders that adds to the public's enjoyment and use of the municipality, while not reducing safety or access to public land;
- To provide a consistent and coordinated process for the assessment of applications for itinerant traders within the municipality.

This procedure was adopted by Council on xxxxxx

The primary responsibility for the implementation of this procedure lies with the Local Laws Unit.

## **CORPORATE FRAMEWORK**

### **Vision**

This procedure is consistent with Council's vision for the municipality. Greater Shepparton City Council is committed to a 'Sustainable, innovative and diverse community' by achieving outcomes that are environmentally, economically and socially sustainable.

The Council values its vibrant business community and recognises that there are business opportunities that can occur on a temporary basis.

The aim of this procedure is to ensure that temporary business opportunities are facilitated and managed in a consistent way that ensures that the community's enjoyment of, and access both to and through, public land is not unduly compromised by the establishment of temporary businesses.

### **Mission**

The procedure's primary role is to provide a framework to facilitate and manage temporary businesses within Greater Shepparton. It will assist Council in undertaking its mission of facilitating a sustainable local economy.

### **Values**

Consistent with the Council values, this procedure will assist Council towards:

- Sustainability as a guiding principle;
- Open and effective community consultation;
- Equity and consistency in assessment of temporary business proposals;
- Supporting our diverse communities - particularly the business community;
- Responsible stewardship in managing community assets;
- Responsiveness to community needs;
- Just, healthy and efficient outcomes

### **Key Policy Statement**

Through this policy Council will be able to facilitate and manage temporary business operations that provide an enhanced use and enjoyment of public and municipal places within Greater Shepparton.

Some key outcomes of the adopted processes will be to minimise community conflict resulting from temporary business operations while providing a process for assessing temporary business operations that is open and transparent in a manner that is fair to all.

## **STRATEGY**

### **Strategic Objective 1**

To facilitate and manage the operation of food vans within Greater Shepparton.

*Action 1.1* Identify approved locations within Greater Shepparton (other than markets and events) that are appropriate and safe from which to allow food vans to operate within.

*Action 1.2* Call for tenders for the locations on an annual basis.

### **Strategic Objective 2**

To provide clear guidelines for the use of Municipal and Public Places for the operation of temporary businesses for Spot or Bulk Sales.

*Action 2.1* Develop a clear set of requirements for undertaking a Spot or Bulk Sale from a Municipal or Public Place.

*Action 2.2* Develop a Fact File that clearly outlines these rules and distribute to all Committees of Management of public buildings and trader groups, while also displaying on the Shire's website.

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### **1. SCOPE**

This Policy applies to all public land within Greater Shepparton, and all businesses and individuals who seek to use public land to operate a business or for financial gain.

### **2. DEFINITIONS**

**Approved Location - Food Vans** – Greater Shepparton City Council has identified locations within the Municipality from which Food Vans may trade with a Local Law Permit. Trading from these locations may occur independently of a Council approved market, festival or event. The Approved Locations are shown in Diagram 1 of this Policy.

**Food Van** - Any vehicle, caravan, trailer, table, stall or other similar structure for the purpose of selling or offering for sale any food and or drink (excluding alcoholic beverages).

**Itinerant Trader** –A person or persons, engaged in providing goods and/or services on a temporary basis, including Food Vans, Spot or Bulk Sales.

**Moveable Advertising Sign** – Any moveable board, notice, structure, banner or similar device used for the purposes of notifying of a sale, soliciting sales or notifying people of the presence of an adjacent property where goods and services may be obtained. Includes A-Frame signs. This excludes commercial signage mounted on vehicles and/or trailers.

**Municipal Place** – All land owned, leased, managed, vested in or occupied by Council to which the public has access and includes buildings and other structures affixed to such land and includes a road, watercourse, reserve and reservation.

**Public Place** – Includes a reserve, public highway, mall, road, street, bridge, footway, footpath, court, alley, passage or thoroughfare, notwithstanding that it may be formed on private property and any other place to which the public may resort.

**Road** – Highway, street, lane, bridge, thoroughfare or other place that is open to or used by the public for passage with vehicles. It includes a public highway, carriageway, footpath, traffic

island, nature strip and any other area that is provided to separate vehicle traffic on a highway, street, lane, bridge, thoroughfare or other place. It also means any place that is declared to be a highway under section 3(1) of the Road Safety Act 1986.

**Spot or Bulk Sales** - The temporary use of a public building, Municipal Place or Public Place for the sale of products including overstocked, damaged, end of line items (eg. rugs, shoes) or artworks.

### **3. PROCEDURE**

#### **a. General**

- All Itinerant Traders operating within Greater Shepparton must hold a public liability policy of insurance in respect of the activities being undertaken, providing cover for at least \$10,000,000. The public liability policy shall be effected with an insurer approved by the Council.

The public liability policy shall cover such risks and be subject to such conditions and exclusions as are approved by Greater Shepparton City Council and shall be extended to provide a Principals Indemnity to the Greater Shepparton City Council in respect to claims for personal injury or property damage arising out of the negligence of the business, organisation or individual.

The business, organisation or individual agrees to indemnify and keep indemnified by way of entering into a deed of indemnity, and to hold harmless Greater Shepparton City Council, its servants and agents, and each of them from and against all actions, costs, claims, charges, expenses, penalties, demands and damages whatsoever which may be brought or made or claimed against them, or any of them, arising from the business, organisation or individual holding the sale and be directly related to the negligent acts, errors or omissions of the business, organisation or individual.

A copy of the certificate of currency of the insurance policy or deed of indemnity must be provided to an Authorised Officer of Greater Shepparton City Council on being requested to do so.

- All Itinerant Traders must comply with the Greater Shepparton City Council Planning Scheme and Local Laws No.1. No permanent signage may be erected. A Movable Advertising Sign may only be displayed during the operating times of the business.

#### **b. Spot or Bulk Sales in a Municipal or Public Place**

Any business, organisation or individual seeking to undertake spot or bulk sales in a Municipal or Public Place, must ensure that they:

- Have the prior written consent of the Committee of Management or Greater Shepparton City Council (as appropriate) to hold a sale on the premises;
- Have evidence to show that the activity complies with the Greater Shepparton City Council Planning Scheme (either a letter stating that no planning permit is required, or a planning permit). Where the activity does not comply with the Greater Shepparton City Council Planning Scheme it may not occur;
- Pay any relevant building hire fees;
- Comply with all relevant guidelines or rules for hiring a Municipal or Public Place;



## **c. Food Vans**

### ***Food Vans General***

A Permit may be granted to erect, place or position a vehicle, caravan, trailer, table, stall or other similar structure for the purpose of selling or offering for sale any food or drink. Food vans must not provide alcoholic beverages for on or off-site consumption.

A Food Van may only operate in the area specified within their Local Law permit (Refer to sub-section - "Where Food Vans May Operate"), and must operate in accordance with all conditions of their permit.

All Food Vans may only operate within the Greater Shepparton City Council if they have a current permit that allows them to do so, except as described in sub-section - "Where Food Vans May Operate" (iii, iv).

All applications for a permit to operate a Food Van will be assessed through a tender process. Tenders will be invited in June of each year. Upon advice that a permit will be issued to operate a Food Van within an approved location, the applicant will need to pay the annual operating fee as determined through the tender process.

The permit is valid for up to 12 months from the date of issue. A permit may not be automatically renewed after the 12 months is completed, as the full tender process must be undertaken.

In determining whether to grant a Permit the following considerations must be taken into account by Council or an Authorised Officer:

- Whether the activity will be detrimental to the amenity of the area;
- Whether the activity will be detrimental to the safe usage of the area;
- What value the proposed activity adds to the area;
- What value the applicant places on the approved location;
- What arrangements the applicant is making for:
  1. Waste water disposal
  2. Litter and garbage disposal
  3. Recycling facilities
- Whether the consent of the Responsible Authority has been obtained where the road is a declared state highway, tourist road or forest road;
- Whether the applicant has provided current evidence that the vehicle is registered under the Food Act;
- Whether there have been previous complaints about a previous permit holder;
- Whether a previous permit holder has received an official warning, infringement notice or had their permit cancelled;
- Any other matter relevant to the circumstances of the application.

A Food Van may only be operated during daylight hours, unless it is being operated in association with a Council approved market, festival or event.

Advertising signs for food vans shall be restricted to the vehicle, caravan, trailer, or any other structure from which the business is conducted.

All other necessary permits and approvals must be obtained prior to the commencement of the business operation.

Where there is an event approved by Council, the approval for the event to use a specific area, does not over-ride the permission for the itinerant trader to use the same area.

A register must be kept of all permits granted for food vans. This register must include:

- The name of the permit holder;
- Detail of which approved site they may operate from;
- Vehicle registration number;
- Food Act registration details (including a copy of their certificate);
- Permit expiry date.

The Authorised Officer must also maintain a separate register that details whether there have been any complaints regarding the operation of the business.

**Where Food Vans May Operate**

*i. Approved Locations*

Where a person wishes to operate a Food Van in an approved location within a public place as identified in Diagram 1 of this policy, a Local Law Permit must be approved in accordance with Local Law No. 1 prior to the commencement of the operation of the business.

Diagram 1

**Victoria Park Lake – GV Highway site**



### Victoria Park Lake – Car park site



### Mooroopna – Ferrari Park site



*ii. Residential Areas*

Other than the locations defined in Diagram 1, a maximum of two vans may be permitted to operate in the residential areas of the Greater Shepparton City Council. This Food Van may not operate within commercial areas or adjacent to other approved locations. A Local Law Permit must be obtained from Greater Shepparton City Council prior to commencing trading.

*iii Food Vans at Markets, Events and Festivals*

Itinerant Traders may only operate at a Market, Event or Festival when they have received the prior consent of the organiser of the Market, Event or Festival. In seeking the prior consent, the Itinerant Trader should provide evidence of current public liability insurance and Food Act Registration (as appropriate).

*iv All other Areas*

Food Vans may not operate.

**d. Exempt Businesses**

The following selling activities on an itinerant basis are exempt from the need for a Local Law Permit:

- Newspapers and magazines being home delivered;
- Milk and milk products being home delivered;
- Fruit juices and soft drinks being home delivered;
- Goods and/or services sold in a legally established market or fair;
- Goods and/or services sold from any house or shop occupied by the person offering the goods and/or services for sale;
- Goods and/or services sold directly to the occupiers of premises.

Council may, by resolution, exempt any itinerant trader from the need for a Local Law Permit. However, this exemption for the need for a permit under Local Law No. 1; Part 3 does not affect the need for compliance with any other legislation.

**e. Other Businesses**

Where a business does not clearly fall into the classification of an Itinerant Trader because the business is operated in a Public or Municipal Place on a more permanent basis, the business must operate in accordance with the Greater Shepparton City Council Planning Scheme and all other related legislation that provides for occupancy of Public land.

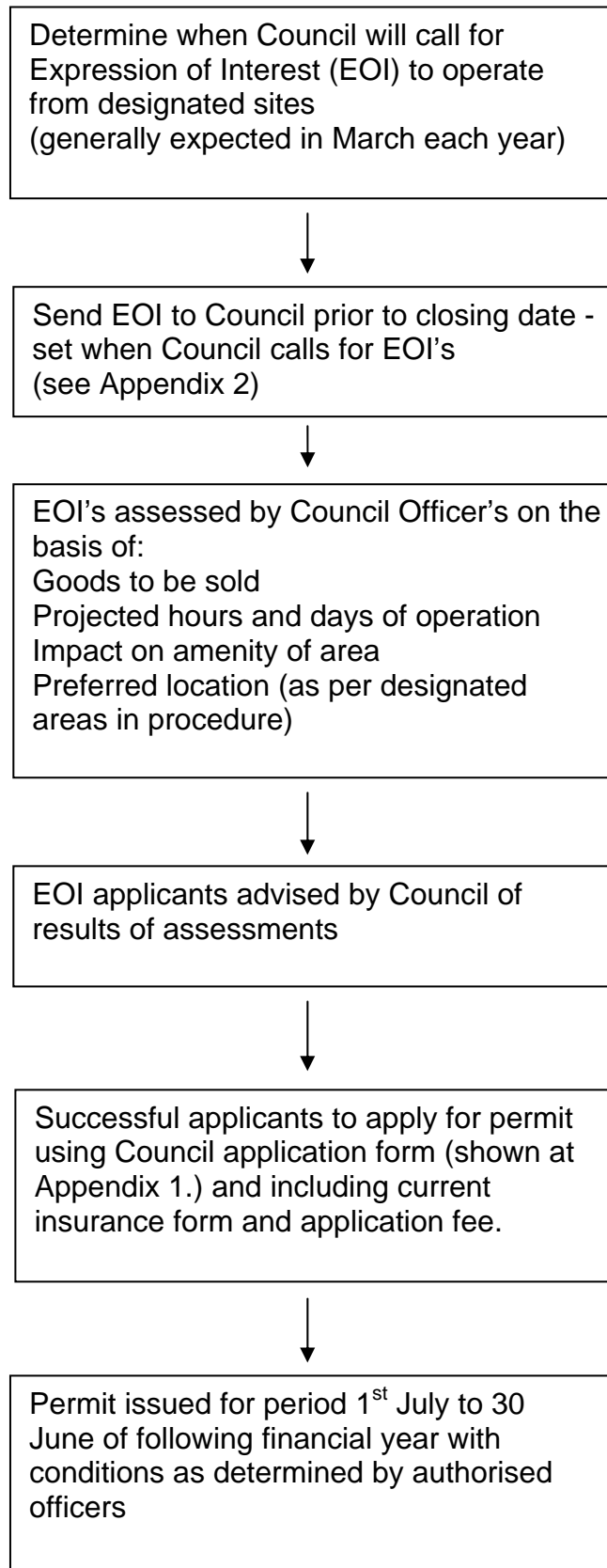
Any person who is aggrieved by the administration or the enforcement of this policy may apply for a review of the decision. This right to appeal does not remove the person's obligation to act in accordance with any other direction, notices, or legislation.

**f. Non-compliance**

Where a business operator conducts a business within Greater Shepparton City Council that does not comply with this Policy or their permit to operate, their permit may be rescinded and enforcement proceedings may occur in accordance with Local Law No. 1 – Community Living.

Where a business activity is contrary to the Greater Shepparton City Council Planning Scheme enforcement proceedings in accordance with the Greater Shepparton City Council Planning Scheme and the Planning and Environment Act may occur.

The following is a flow chart of the process that an applicant must undertake to receive a permit.



#### **4. RESPONSIBILITY**

##### **Local Laws Unit**

- Receipt and assessment of applications for Food Vans in approved locations and in the residential area of the Municipality. The assessment process will require the referral of the application to other external and internal departments as required.
- Maintenance of a register of all permits granted for Food Vans.

##### **Environmental Health Unit**

- Monitoring itinerant traders to ensure compliance with the relevant permits or legislation.

##### **Major Events and Promotions Unit**

- To ensure that all itinerant traders that are participating in an approved event have the relevant permits in accordance with this policy and all related legislation.

##### **Recreation Unit**

- Receipt and assessment of applications for Spot or Bulk Sales in a Municipal or Public Place. The assessment process will require the referral of the application to other external and internal departments as required.

#### **5. RELATED POLICIES AND LEGISLATION**

- Planning and Environment Act 1987
- Greater Shepparton City Council Planning Scheme.
- Greater Shepparton City Council Local Law No. 1 – Community Living - Part 3
- Road Safety Act 1986
- Road Safety Regulations 1999
- Food Act 1984
- Health Act 1958
- Crown Land (Reserves) Act 1978
- National Competition Policy

#### **6. REVIEW**

This policy shall take effect for three (3) years following adoption of the policy by Council. The policy shall be subject to review not later than 1 July 2015.

## **7. BACKGROUND PAPERS**

### **a. Extract from the Local Law**

#### 4.2 Trading of Goods or Services

(a) No person shall without a permit:

(i) erect or place on any highway or Council land a vehicle, caravan, trailer, table, stall or other similar structure for the purpose of selling or offering for sale any goods or services; or

(ii) sell or offer to sell goods or services on any highway or Council land.

(b) An itinerant trader must obtain a permit under this Local Law and in compliance with Council's Itinerant Traders Policy.

Penalty

First offence – 2 penalty units

Second or subsequent offence – 4 penalty units

Appendix 1

GREATER SHEPPARTON  
GREATER FUTURE



GREATER  
SHEPPARTON

**PERMIT APPLICATION FOR ITINERANT TRADERS  
ON COUNCIL MANAGED/OWNED PROPERTY**

I/We .....  
apply for a permit for Itinerant Trading on Council managed/owned land at:  
.....  
.....for the year ending 30 June 2013.

**Name of proprietor:** .....  
**Private address of proprietor:** .....  
**Name of business:** .....  
**Address of business:** .....  
**Postal Address of business:** .....  
**Contact numbers:** Private ..... Business .....  
Mobile ..... Fax .....  
Email.....  
**Goods to be sold:** .....  
.....  
**Registration No. of Vehicle:** .....  
**Food Vehicle Registration Council Area:** .....  
**Food Vehicle Registration Council Permit NO.:** .....

**A COPY OF YOUR CURRENT PUBLIC LIABILITY CERTIFICATE OF CURRENCY  
MUST BE SUBMITTED WITH THIS APPLICATION**

Please note a CERTIFICATE OF CURRENCY will be the only document accepted as proof of insurance.  
**(Minimum cover: \$10,000,000 (ten million dollars or more))**

**If you do not have your own Public Liability Insurance, for an additional fee Council will cover your Business under Councils own Insurance**

I have read the permit conditions and agree to abide by these and with the Council's *Local Law No. 1*.

I understand that if the permit conditions are not met, my permit can be withdrawn at any time by an Authorised Officer of the Council.

**ANNUAL FEE: \$78.00 (Price subject to review annually)**

**I WISH TO USE COUNCILS PUBLIC LIABILITY INSURANCE  
ADDITIONAL FEE OF \$25.00 (Price subject to review annually)**

**Signature of proprietor:** ..... **Date:** .....

**FOR OFFICE USE ONLY**

Pathway Local Laws Pre-payment      Date Paid.....      Receipt No.....  
Amount Paid.....  
Copy of Public Liability Certificate of Currency .....

**Greater Shepparton City Council**  
Local Laws Unit  
Locked Bag 1000, Shepparton 3632  
Office Location: 90 Welsford Street, Shepparton 3630  
Ph: (03) 5832 9741 Fax: (03) 5831 1987 Email: council@shepparton.vic.gov.au



Appendix 2

GREATER SHEPPARTON  
GREATER FUTURE



GREATER  
SHEPPARTON

**EXPRESSION OF INTEREST FOR ITINERANT TRADERS  
ON COUNCIL MANAGED/OWNED PROPERTY**

I/We .....  
would like to express interest for Itinerant Trading on Council managed/owned land for the year  
ending 30 June 2013.

**Name of proprietor:** .....

**Private address of proprietor:** .....

**Name of business:** .....

**Address of business:** .....

**Postal Address of business:** .....

**Contact numbers:** Private .....

Business .....

Mobile .....

Fax .....

Email.....

**Food Vehicle Registration Council Area:** .....

**Food Vehicle Registration Council Permit NO.:** .....

**Registration No. of Vehicle:** .....

**Goods to be sold:** .....

**Proposed Rental Amount for Site (per year):** .....

**Proposed Operating Hours:** .....

**Proposed Operating on Council managed/owned sites:** .....

**Please note: If successful a current Certificate of Currency for Public Liability Insurance will be required to be submitted with the Application Form (Minimum cover: \$10,000,000 (ten million dollars or more). If you do not have your own Public Liability Insurance, for an additional fee Council will cover your Business under Councils own Insurance**

**Signature of proprietor:** ..... **Date:** .....

FOR OFFICE USE ONLY

Received Date:.....

**Greater Shepparton City Council**

Local Laws Unit

Locked Bag 1000, Shepparton 3632

Office Location: 90 Welsford Street, Shepparton 3630

Ph: (03) 5832 9741 Fax (03) 5831 1987 Email: [council@shepparton.vic.gov.au](mailto:council@shepparton.vic.gov.au)

ABN 59 835 329 843



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

**Greater Shepparton City Council**

**Instrument of Delegation**

**to**

**The Chief Executive Officer**

## Instrument of Delegation

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

AND declares that

1. this Instrument of Delegation is authorised by a Resolution of Council passed on 17 July 2012
2. the delegation
  - 2.1 comes into force immediately the common seal of Council is affixed to this Instrument of Delegation;
  - 2.2 is subject to any conditions and limitations set out in the Schedule;
  - 2.3 must be exercised in accordance with any guidelines or policies which Council from time to time adopts; and
  - 2.4 remains in force until Council resolves to vary or revoke it.
3. The member of Council staff occupying the position or title of or acting in the position of Chief Executive Officer may delegate to a member of Council staff any of the powers (other than the power of delegation conferred by section 98(3) of the Act or any other powers not capable of sub-delegation) which this Instrument of Delegation delegates to him or her.

The COMMON SEAL of the GREATER )  
SHEPPARTON CITY COUNCIL was affixed )  
on the .....day of .....2012 )  
in the presence of the Chief Executive Officer )  
being a delegated officer pursuant to Local )  
Law No. 2 of the Council. )

.....  
**CHIEF EXECUTIVE OFFICER**  
**Gavin Robert Cator**

## **SCHEDULE**

The power to

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

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

### **Conditions and Limitations**

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

4. if the issue, action, act or thing is an issue, action, act or thing which involves
  - 4.1 awarding a contract exceeding the value of \$150,000 for goods and services, and \$200,000 for works;
  - 4.2 making a local law under Part 5 of the Act;
  - 4.3 approval of the Council Plan under s.125 of the Act;
  - 4.4 adoption of the Strategic Resource Plan under s.126 of the Act;
  - 4.5 preparation or adoption of the Budget or a Revised Budget under Part 6 of the Act;
  - 4.6 adoption of the Auditor's report, Annual Financial Statements, Standard Statements and Performance Statement under Part 6 of the Act;
  - 4.7 noting Declarations of Impartiality by Valuers pursuant to section 13DH(2) of the Valuation of Land Act 1960;
  - 4.8 determining pursuant to s.37 of the Act that an extraordinary vacancy on Council not be filled;
  - 4.9 exempting a member of a special committee who is not a Councillor from submitting a return under s.81 of the Act;
  - 4.10 appointment of councillor or community delegates or representatives to external organisations; or
  - 4.11 the return of the general valuation and any supplementary valuations;
5. 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;
6. 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
  - 6.1 policy; or
  - 6.2 strategy

adopted by Council; or

7. if the determining of the issue, the taking of the action or the doing of the act or thing cannot be the subject of a lawful delegation, whether on account of section 98(1)(a)-(f) (inclusive) of the Act or otherwise; or
8. 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.

June 2012

**GREATER SHEPPARTON CITY COUNCIL  
ORGANISATION SCAN  
GOOD TO GREAT  
Final Report**



Prepared by

**CT Management Group**

For the

**Greater Shepparton City  
Council**

DOCUMENT CONTROL	
<b>CT Management Group P/L</b> PO Box 1374 GEELONG VIC 3220  Mobile: 0418107304 Email: <a href="mailto:michaelc@ctman.com.au">michaelc@ctman.com.au</a> Web : <a href="http://www.ctman.com.au">www.ctman.com.au</a>	<b>Document:</b> Organisation Scan
	<b>Project Manager:</b> Michael Courtney
	<b>Author:</b> Michael Courtney
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# 1. EXECUTIVE SUMMARY

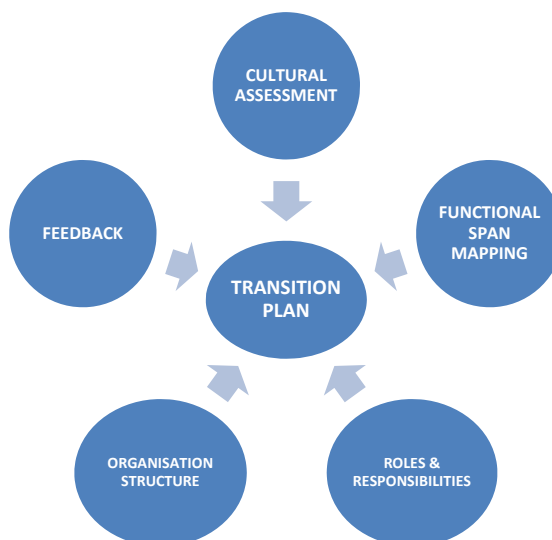
The *Organisation Scan* has resulted in the Council, **4** individual Councillors, CEO, Directors and over **320** employees (**62 per cent** of EFT's) of the *Greater Shepparton City Council* being interviewed to provide their perspective on where the Council could improve its service delivery and overall performance.

An *Interim Report* or issues paper was produced for presentation to staff, to communicate the issues raised during the individual consultations and workshops. This issues paper was a critical analysis of the organisation, and provided a series of recommendations' on how the organisation could improve. Employees for the *Greater Shepparton City Council* showed both honesty and courage in their openness and willingness to provide commentary to the consultants. Following presentation to staff over **69** submissions were received to the *Interim Report* providing responses to the specific participant feedback. In the next stage, the CEO produced a functional chart for consideration by staff, where the functions (products, services, systems and processes) were identified. Following this stage over **93** submissions were received from individuals and departments.

Though we initially found the organisation's leadership, accountability, systems, governance and focus in need of reinvigoration; we also found an organisation ready to meet this challenge. The leadership brought by the new *Chief Executive Officer* has sparked a positive response from many of the staff as recorded in the many interviews and responses at the different stages. This has resulted in many of our initial recommendations being challenged and reframed by the *Chief Executive Officer* following consideration of employee input. This we believe will lead to greater ownership, smoother transition and more importantly an organisation moving from "good to great."

Councillors and staff are demanding more in terms of leadership, communication, performance and accountability. The organisation acknowledges the need for a greater focus on getting basic requirements in place – improved Asset Management, Organisation Development, Performance Reporting, Capital Works delivery, Governance, reporting against the Council Plan, improved Budgetary control etc.

These and many other issues have been raised by the participants in the *Organisation Scan* and our recommendations in the form of a *Transition Plan* are detailed in *Annexure A* to this report. In *Annexure B* we have detailed the *Functional Span Maps* that depict the functions and services provided and systems and processes supporting these in the proposed organisation. In *Annexure C* we have detailed the *Chief Executive Officer's Organisation Structure* arising from the functional structure. *Annexure D* details the changes to individual positions in the *Organisation Structure*.



The process utilized is shown in **Figure 1** above. The process commenced with a *Cultural Assessment* where **320** employees were directly, or in a facilitated team environment, asked for their views about the organisation. The questions were based on the seven principles of the *Business Excellence Framework* (see 5.1) and specific recommendations were made to the organisation based on the staff input and the initial draft of the *Functional Span Maps*.

The *Functional Span Mapping* (FSM) process (see 7.1) was developed to record the functions provided by Councils across the range of services provided to the community.

The process records the functions as:

- Products and Services (Outputs); and
- Processes and Systems (inputs, including relationships).

The *Chief Executive Officer* spent considerable time reviewing the submissions to both the *Interim Report* and the *Functional Span Maps* before determining the final shape of the *Organisation Structure*.

**156** submissions to the *Chief Executive Officer*, speaks well of an organisation culture, that is “change ready” and able to strategically respond to a process that was deliberately designed to encourage staff participation.

We believe this will strengthen ownership of the final result and create a participative transition process. Finally rather than make recommendations that could not be fully supported or justified, or where concerns had been raised that we could not be fully answered, the *Chief Executive Officer* has referred the following issues to the *transition* process to undertake a further review of the provision of:

- *Customer Service* across the organisation;
- *Recreational Planning* for the organisation;
- Plant and fleet management for the organisation;
- *Environment and regulatory services* locations within the organisational structure;
- *Centralised Booking System* for the organisation; and
- *Centralised Information Services* department for the organisation.

The *Organisation Structure* finally determined by the CEO, following extensive staff engagement comprises **5** Directors with **20** managers that are **4** managers per Directorate who have responsibility for the departments.

This structure has responded to the staff submissions, has been developed by the *Chief Executive Officer*, in that way we believe will have sound and broad ownership throughout Council and the organisation.

Whilst the *Chief Executive Officer* believes in the integrity of the recommendations reflecting the consultative approach this project has taken, he also feels that in the coming three months, if staff below managers, determine there is in fact a more effective place for their, or their teams role, to be placed in the organisation structure then this should be considered.

The *Chief Executive Officer* has advised there was no deliberative intention to make available redundancies to staff with future operational changes proposed intended to address improvements to service delivery, performance and customer service. This is not to say that at some stage in the future, following rigorous review that redundancies will not be made available, however the primary task is not to identify redundancies.

This reflects the *Executive's* commitment to continuous improvement and also acknowledges that some of the operational detail may require refinement.

In conclusion the organisation has enthusiastic people who have the capability to make a greater contribution in the future – their enthusiasm, knowledge, leadership and commitment will assist the organisation to move forward.

## 2. INTRODUCTION

The *Greater Shepparton City Council (Council)* engaged *CT Management Group* to conduct a comprehensive and independent scan of the organisation and to recommend changes to improve and sustain efficient service delivery.

We have provided an honest and independent analysis of the organisation's performance and operations, based on participant feedback, identifying areas for improvement.

As part of this review, we have undertaken the following activities:

- A *Cultural Assessment*;
- A services and functions assessment through the '*Functional Span Mapping*' process; and
- Assist the *Chief Executive Officer* develop the *Organisation Structure* arising from the functional span maps and staff feedback from the *Interim Report*.

We acknowledge the cooperation and assistance from the *Chief Executive Officer (CEO)*, General Managers and Managers with respect to informing this process with their experience, data and views on how best to address these future challenges.

This, of itself, speaks well for the commitment and willingness of the current staff to provide a good service to the Council and community.

We also acknowledge the leadership and direction which was provided by the Councillors and the *CEO* as part of the Council's briefing at the commencement of the review process, along with their support provided during the multiple briefing and feedback sessions.

## 3. REVIEW OBJECTIVE

The major objective of this review is to identify where the organisation can improve its performance and sustainability through:

- Increased ownership and alignment to the *Council Plan*;
- Increased operating efficiency in service delivery;

- Inform the *Service Planning* process; and
- Efficient deployment and ownership of assets.

## 4. REVIEW OUTCOME

In summary the proposed outcomes are **to**:

- Detail areas where we believe Council can gain efficiencies in service delivery;
- Determine whether there is corporate capability to implement potential improvements or what support is required to deliver;
- Identify where there are policy, skill and other gaps inhibiting efficiency; and
- Recommend an organisation structure and changes in operations, systems and processes for discussion, to improve the performance of the organisation.

## 5. CULTURAL ASSESSMENT

### 5.1 Introduction

*Organisation culture* is defined as the shared values, norms and expectations that govern the way people approach their work and interact with each other. The distinguishing feature of a leading Council is its culture; the norms and expectations that encourage performance oriented behaviour rather than security and mediocrity. The capacity and skills of the organisation's staff and the capacity of people to work in teams is paramount to high satisfaction and performance.

The seven categories below describe the key elements of the *Business Excellence Framework* and these were examined as part of the *cultural assessment* of the organisation:

- Strategy and Planning
- Leadership and style
- Customer Focus
- People
- Process Management, Improvement & Innovation
- Information and Knowledge
- Success and Sustainability.

### 5.2 Consultation Program

#### 5.2.1 Councillors

Developing and reaching agreement with Council on the brief and agreeing on priorities was the initial task. We conducted a workshop with Council to:

1. Initiate project - Define, develop and reach agreement on the objectives and outcomes.
2. Clarification of the brief, including activities of high/low importance.

This was an essential element to ensure Council has agreement on the proposed approach and outcomes.

We spoke to **4** of the **7** Councillors individually.

## 5.2.2 Management and Staff

We interviewed Senior Management (General Managers and Managers) around the *Business Excellence* categories to gain a “corporate “ perspective from the leaders and staff to determine the degree of alignment - are priorities, resources, strategy, plans and operations aligned? These interviews were structured and responses were documented under the seven key elements – whilst individual contributions were recorded, we have disclosed common themes and issues arising to maintain the confidentiality.

CT Management’s recommendations are detailed in *Annexure A – Transition Plan* where we have detailed these along with the action, measure and outcome envisaged against each recommendation. The *Interim Report* provided the specific feedback from participants to support these recommendations and **69** submissions were received. Over **93** submissions were received with respect to the functional organisational charts.

These submissions have significantly influenced the *Chief Executive Officer* shape the final functional and organisation structures.

## 5.3 Cultural Assessment Findings

The following provides a high level summary of the findings from the interviews capturing the major issues and areas for improvement.

### 5.3.1 Strategy and Planning

- The *Council Plan* is not a focus of the organisation and is not reported against;
- Business Plans (Branch Plans ) do not relate to the *Council Plan* and focus on operational tasks;
- Council Policies are expired in many instances and require review;
- Performance Management is poor and accountability low;
- There are examples of quality strategic work – e.g. Waste, Recreation, Parks and Economic Development;
- Capital Works program is short/medium term and does not link with Asset Management Plans;
- Council has been a difficult forum to provide quality advice in due to behavioural issues of Council;
- Capital Works delivery is poor – averaging **70.3 per cent** of the Budget over the last four years;
- The *Strategic Resource Plan* does not adequately document and analyse the strategic capability of the organisation in financial and resourcing terms; and
- The Budget “key result areas” do not link with the *Council Plan*.
- Having said that Council does have a number of key strategies in place including waste, town planning, economic development and recreation and provides significantly high levels of service in many of these areas.
- In some instances the issue is one of improved corporate communication both upward to Council and across the organisation.

### 5.3.2 Leadership and Style

- There is an absence of leadership at second (General Manager ) level – managers and staff are not focused and are not held accountable for their actions;

- The operating style is characterised around avoidance and passive resistance with not enough focus on outcomes;
- Decisions are delayed and deferred ;and
- Corporate direction is not well led or supported with adequate performance reporting.

The overall leadership has lacked confidence and direction and with the appointment of a new CEO some of that will be regained and supported.

### 5.3.3 Customer Focus

- The organisation lacks a customer focus – systems are fragmented and performance reporting is not undertaken;
- Internal Customer Service is poor – staff hire sub contractors to “avoid” confrontation;
- Service standards and response times need to be developed and reported against; and
- Communication across the organisation is poor and “customer service“ between departments and branches within departments is poor.

Individuals are committed to serving the customer, however corporately there is a lack of systems and analysis to support the organisation and Council in reviewing performance and establishing priority strategies.

This will be a significant challenge to improve from a systems perspective, however with a willingness and commitment, will be met.

### 5.3.4 People

- Commitment of staff is high and people want to do a good job;
- Lack of leadership ,focus and performance management inhibit this;
- Workforce/Succession Planning is not existent;
- A strategic assessment of the skills required for the organisation is required;
- Employment policies are inadequate and outdated;
- OH & S compliance and risk management need review;
- Performance Management per se and a Performance Management System is an urgent requirement;
- Identification of training needs and skills enhancement opportunities is a critical element of annual performance reviews and is urgently required; and
- Mentoring and training will assist in the transition.
- People care and are committed to the *City of Greater Shepparton*.

They are also committed to the objectives of this exercise as evidenced in the participation rate -**320** interviews/forums **69** submissions to the issues paper and **90** submissions to the functional organisation structure.

With the support of a resourced and skilled Organisation development Directorate we would anticipate many of the policy, procedural and system issues would be resolved.

### 5.3.5 Process Management, Improvement and Innovation

- Duplication and replication of processes- e.g. Customer Service Merit and Confirm;
- A “common approach” reinforce responsibility and accountability;
- Implementation of Corporate planning systems is urgently required – systems are at Council and need to be implemented;

- Asset Management approach (renewal calculation, condition assessment, valuations Asset Register) and systems need to be reviewed;
- Implementation of policies, structures and systems is an urgent requirement;
- Defect logging, assessment and maintenance management needs to be reviewed against the *Road Management Plan*;
- Operational service delivery targets need to be established; and
- Project Management processes urgently need to be reviewed as Council's current practice is decentralized and inconsistent.

Processes and systems need to be reviewed carefully and feature in the *Transition Plan* as challenges to be met. While the organisation has a number of cross functional teams these are not utilized effectively for the benefit of the organisation. In many instances the organisation needs to utilize these cross functional teams as a means to correctly scope corporate requirements, train staff on system use, and to increase a corporate approach rather than isolated departmental approaches that cause duplication and confusion.

### 5.3.6 Information and Knowledge

- Capturing of Information and knowledge is compromised by lack of succession planning and fragmented systems;
- Far too much work is done in spreadsheet environment introducing unnecessary checks and balances;
- Knowledge is embedded in individuals – knowledge is power;
- Asset Management is fragmented from a strategic, systems and operational perspective;
- Statutory compliance functions - Procurement, Contract Management, Risk, registers including Assets Register need to be urgently reviewed; and
- Reconciliation of Assets Register and Balance Sheet is an urgent priority.

This element will improve with a succession and workforce plan and time dedicated to passing on system and service knowledge. Council needs to prioritise this across the organisation and in particular in the Operations/Works area where key operating skills are held by older workforce members.

There is a willingness to pass these skills on and a desire to learn so the process and management of succession planning needs to be implemented.

### 5.3.7 Success and Sustainability

- Need to understand long term organisation capability- what is the organisation capable of in terms of service delivery and what are the targets;
- Need to understand long term sustainability, including reference to long term financial plan, capital investment, renewal, development etc.;
- Improved internal communication and external communication; and
- Develop sustainable *Levels of Service*, resulting in consistent and predictable service.

The long term position of Council with respect to infrastructure renewal, financial position, levels of service, future capital investment etc. will all be better forecast with the improvements recommended following implementation of the *Transition Plan*.

### 5.3.8 Destabilising Influences

Items identified in our findings were also noted and categorised as '*destabilising influences*' for the organisation.

These factors represented a considerable point of reference from the interviews, threatening to cause considerable disruption to staff, outputs and performance:

- Senior Management relationships and behaviour;
- Inability to manage “difficult people” and a tendency to ignore or move problems to other branches;
- Difficult behaviour
- Work practices designed around poor relationships;
- Poor leadership leading to unsettled management and lack of professional supporting systems – a prime example is the *Performance Management system*;
- Poor management and delivery of capital works arising through decentralisation and fragmentation of standards and deliverables; and
- A Branch where a “culture of fear” reigned.

### 5.3.9 Positive Influences

The following factors were seen as ‘*positive influences*’ on the organisation:

- Honesty of staff and their preparedness to openly participate, and the professional approach adopted by all who were interviewed, or made a submission. Of the **320** participants, **69** responses to the *Interim Report* and **93** responses to the functional organisational structure, there were many ideas/initiatives that we have used to form our recommendations.
- There is a real commitment to the organisation and the community it serves.
- There are initiatives in the Waste area that are noteworthy and best practice and the organisation needs to look for these opportunities to promote the quality of its services to the community and broader local government sector.
- The Council provides high quality recreation services through its sporting facilities, recreation parks and gardens and maintains a well presented city.
- There are Branches where service culture is predominant.
- People are change ready and enthusiastic as to what the future holds for them and the organisation with a new approach.

## 6. ADDITIONAL ASSESSMENTS

### 6.1 Introduction

Two alternative assessments have been made by independent companies (*Human Synergistics* and *Auspoll*) with respect to the culture and performance of the organisation. *Human Synergistics* undertook a survey of **471** staff to complete an *Organisation Cultural Assessment*; whilst *Auspoll* surveyed **2600** community representatives (**360** returned surveys). Both survey’s findings are consistent with the staff’s feedback to the *Cultural Assessment* undertaken by *CT Management Group*.

### 6.2 Human Synergistics - Organisation Culture Inventory

*Greater Shepparton Council* engaged *Human Synergistics* to administer the Organisation Culture Inventory (OCI) and the Organisation Effectiveness Inventory (OEI) to **471** of its staff in April 2012.



The OCI was used to measure the effectiveness of the current operating culture, whilst the OEI measured the impact of these factors at the individual, group and organisational level.

As measured by *Human Synergistics* the OEI, all respondents' results are:

- **Below average** in the area of **Articulation of Mission** (the extent to which the organisation's mission is clearly defined, illustrated by members, communicated by management, and understood by employees).
- **Below average** in the area of **Customer Service Focus** (the extent to which members believe that they are responsible for identifying and satisfying the needs of customers or clients).

The report indicates the current culture is characterized passive/defensive, where people interact in a cautious and tentative ways to protect their own security. Overall, according to *Human Synergistics*, the largest discrepancies between employees current operating culture and the preferred culture is in expectations around goal setting, establishing plans, and pursuing them with enthusiasm, and the satisfaction staff expect from their work.

The organisation is predominant in the passive /defensive cluster with gaps in achievement and self actualization. The primary operating style is a human encouraging style with a secondary avoidance operating style. The secondary style typically works with the primary style or is expected when the behaviors associated with the primary style cannot be enacted. These findings are reflected, and consistent with, the staff's feedback as detailed in the *Cultural Assessment*.

## 6.3 Auspoll - Community Satisfaction Measurement Survey

**Auspoll** is an independent *Community Satisfaction Measurement Survey* undertaken in 2012. The Community Satisfaction Measurement Survey offers Council a powerful means of monitoring its performance. The system provides Council with an **Important Index**, a **Performance Index** and a **Community Satisfaction Index** for **14** Service Areas grouped in **5** broad service categories.

The service indices are compared to the last year's survey results in 2010 and benchmarked against the results from Auspoll's wider data base of Council results from rural Victoria and all Victorian Councils over a 10 year period. A postal survey was sent to **2600** households randomly selected from Council's voters 'roll between 5 April and 20 April 2012. Completed surveys were received from **360** respondents.

### 6.3.1 Community Perception of Organisation- AUSPOLL

The community's perception of the organisation as reported by Auspoll is summarized as follows:

- The overall services area satisfaction score for Shepparton in 2012 was **57** out of **100**. This was down from a score of **61** in 2010 and is below the Victorian rural average score of **62**.
- The service areas where Council is performing strongly in terms of achieving high satisfaction levels include:
  - Cultural and Community Services
  - Waste Management
  - Home Care Services
  - Sporting Services.
- The service areas that presented particularly low satisfaction levels and require the most urgent attention included:
  - Engineering Services

- Traffic Services
  - Planning and Building
  - Economic Development
  - Information Services.
- The overall **Corporate Services** score has declined since 2010, shifting from **65** to **61** meaning it remains lower than the rural Victorian average score of **63**.
  - Respondents attached a moderate importance level to Council being a community leader in environmental protection and sustainability and considered Council's performance in this area to be in the low to moderate range.

Interestingly the community's perception and the staff's feedback are aligned.

## 7. FUNCTIONAL SPAN MAPPING

### 7.1 What is Functional Span Mapping?

The *Functional Span Mapping* (FSM) process was developed to record the functions provided by Councils across the range of services on behalf of the community.

The process records the functions as:

- Products and Services (Outputs); and
- Processes and Systems (inputs, including relationships).

The FSM process enables an improved appreciation of the fundamentals of 'services', which are realistically the cornerstone of the reason for Local Government.

The *Functional Span Charts* used to represent the functions are derived from software, which displays the results pictorially for a better appreciation of the functional links and relativities between the products and services and processes and systems.

#### 7.1.1 Greater Shepparton City Council – Functional Span Maps

The *Greater Shepparton City Council Functional Span Maps* are attached as *Annexure B* and record the current functions as arranged in the proposed organisation.

These *Functional Maps* vary from those presented in the *Interim Report* and changes were made by Council's *Chief Executive Officer* based on the information provided in the **162** submissions. The *Chief Executive Officer* took a lead role in the consideration of the submissions and directed the subsequent changes arising from the staff input.

## 8. ORGANISATION STRUCTURE

### 8.1 Recommended Structure

The Chief Executive Officer's recommended Organisation Structure is attached as Annexure C to this report.

The organisation structure comprises **5** Directors with **20** managers, that is **4** managers per Directorate who have responsibility for the departments.

This structure has responded to the staff submissions and been developed by the *Chief Executive Officer*, in that way we believe will have sound and broad ownership throughout Council.

### 8.1.1 Sustainability Directorate

The **Sustainability Directorate** has the Strategic Waste, Investment Attraction, Building, Planning and Development and Sustainability and Environment as its key departments.

Strategic Waste Management, Environmental Health, Sustainability Statutory and Strategic Planning, Local Laws, Animal Management and Parking Enforcement and Building are examples of services provided from this Directorate.

### 8.1.2 Organisation Directorate

The **Organisation Directorate** has the Communications and Marketing, Corporate Performance and People and Performance as its key departments.

Communications, Marketing, Customer Service, Governance, Service Planning, Human Resources, Payroll, Governance and Risk are examples of services provided from this Directorate.

### 8.1.3 Business Directorate

The **Business Directorate** has the Assets, Finance and Rates, Information Services and Property and Procurement as its key departments.

Asset Management, Financial Management, Rates, and Valuations, GIS, Records, Contracts and Procurement, Leases and Cemeteries are examples of services provided from this Directorate.

### 8.1.4 Infrastructure Directorate

The **Infrastructure Directorate** has the Project Design and Delivery, Recreation and Parks, Works/Roads, and Fleet and Buildings as its key departments.

Design services, Major Projects, Parks, Recreation Reserves, Road Construction, Maintenance, Building Maintenance and Plant are examples of services provided from this Directorate.

### 8.1.5 Community Directorate

The **Community Directorate** has the Youth and Children, Cultural Liveability, Recreational Liveability and Neighborhoods as its key departments.

Early Childhood, Aquamoves, Maternal and Child Health, Emergency Management, Community Strengthening and Community Planning are examples of services provided from this Directorate.

## 8.2 Continuous Improvement – Unresolved Issues

The following issues require further work to be undertaken to clarify the “best fit” for the organisation going forward.

Rather than make recommendation we could not fully support, or where concerns had been raised that we could not fully answer, we are recommending these matters be referred to the *transition* process to undertake a review of the provision of:

- Customer Service across the organisation;
- Recreational Planning for the organisation;
- Plant and Fleet management for the organisation;
- *Environment and regulatory services* locations within the organisational structure;

- Centralised booking system for the organisation; and
- Centralised Information Services department for the organisation.

This will enable more opportunity for further consultation and ideas and reinforces the culture of continuous improvement that will be a mainstay of the organisation going forward.

These and other Establishment issues are detailed in Annexure A Transition Plan.

Whilst the *Chief Executive Officer* believes in the integrity of the recommendations reflecting the consultative approach this project has taken, he also feels that in the coming three months, if staff below managers, determine there is in fact a more effective place for their, or their teams role, to be placed in the organisation structure then this should be considered.

The *Chief Executive Officer* has advised there will be no redundancies made available for staff – any future operational changes proposed, are intended to address improvements to service delivery, performance and customer service.

This reflects the *Executive's* commitment to continuous improvement and also acknowledges that some of the operational detail may require refinement.

### 8.3 Transition Management

The *Transition Management Plan* is attached as *Annexure A* and comprises the recommendations from the *Organisation Scan* and presents them as a series of independent tasks to be completed.

These recommendations from the implementation plan and have been assigned to various Directors to implement.

We recommend to the *Chief Executive Officer* that an independent *Transition Manager* be appointed to assist the organisation deliver the outcomes as specified.

We also recommend an *Appeals Process* be designed and implemented for any staff who wish to express concerns regarding decisions that impact upon them.

## 9. CONCLUSION

The final organisation structure and implementation plan will be announced on Thursday 14th June 2012 and the *Transition Manager* will be introduced to staff.

From there the implementation phase will commence along with the appointment of temporary Directors and Managers (in some instances) with the recruitment phase beginning in the coming weeks.

All affected employees have been spoken to by the CEO and final appointments to positions on a temporary basis will be confirmed in the coming week.

Finally we believe the future for the *City of Greater Shepparton* is bright and the organisation will be reinvigorated and focused to move from “*Good to Great*” in the coming **12 to 36** months.

The ultimate result will also be conditional on resource approvals from Council through the annual Budget process.

## 10.ANNEXURE A: RECOMMENDATIONS

City of Greater Shepparton		Transition Management						
Issue	Resp	Action	Measure	Outcome	Due Date Project Plan	Due Date Project Start	Due Date Project Completion	Degree Difficulty
<b>Establishment/Foundation</b>								
Implement the new Organisational structure in your Directorate/department including the orderly transfer of documents and methodology from on directorate to another	ALL	Meet with all Directorate staff and then each department. Request each manager to develop an implementation plan regarding this transition plan, documents and seating etc.	Timeliness of implementation, understanding of all in the department of the transitional plan and their involvement. Efficiency of implementation in Directorate/department.	New structure implemented within each department.	30-Jun-12			Medium
Review the functional charts as they relate to your individual Directorate/department and provide feedback	ALL	Meet with all Directorate staff and then each Manager with their department. Request each manager to examine the functional charts as provided by CT Management and make appropriate amendments for completion of charts	Efficiency of implementation in Directorate/department.	Feedback to Director	22-Jun-12			Medium
Review all staff delegations and provide a training program for staff on exercising delegations.	ALL	Desktop audit and make necessary amendments of all of the current delegations as previously resolved by council. Examine all other delegations and appointment letters such as CCP coordinators, Whistleblower coordinator etc as required under other legislative instruments	Delegates authorised to make decisions on behalf of Council.	All delegations correctly in place.	30-Jun-12			Medium
Immediately place Budgetary control directly with the Department Manager and revise Chart of Accounts based on new organisation structure.	ALL	Revise responsible officer and implementation a new chart of accounts for the newly formed Council Departments	New cost centre responsibilities allocated	Responsibility for Budget accountability allocated. Revised expenditure delegations per employee, where applicable.	30-Jun-12			Medium

City of Greater Shepparton Transition Management									
Issue	Resp	Action	Measure	Outcome	Due Date Project Plan	Due Date Project Start	Due Date Project Completion	Degree Difficulty	
Review the office layout to ensure that employee location/efficiency is maximised.	ALL	Review, revise and implement a new setting layout for the Welsford St and Doyles Road Complex based on new organisation structure.	Completion of the review and the smooth transition and implementation of the new seating arrangements.	Improved efficiency.	30-Jul-12			High	
Review staff PDs with HR to ensure that they align with the new organisational structure	ALL	Review all staff PDs with HR to ensure that they are of a consistent layout and align with the new organisational structure	Completion of the review of all Position Descriptions that are consistent and more accurately reflect key roles and responsibilities.	Alignment with new organisation structure	30-Jun-12			High	
Develop work plans for each manager in accordance with your transitional management plan.	ALL	Meet with Manager and Transition Manager to develop work plans from the transitional plan.	Completed work plans that contains actions, measures and milestone dates.	Work Plan approved by EXECUTIVE.	30-Jun-12			High	
Undertake a further review of the provision of customer service across the organisation	ALL	Work with the Organisational Improvement team to develop Terms of Reference and objectives, actions, milestones and commence the review of customer service. Examine the best location for customer services and the need for a customer service manager within the organisational structure.	Completion of the review, which covers the of issues raised in the Organisation Scan issues paper, together with implementation of any recommendations agreed to by the CEO	Approval of Terms of Reference by EXECUTIVE.	30-Jun-12			High	
Undertake a further review of the provision of recreational planning for the organisation	ALL	Work with the Organisational Improvement team to develop Terms of Reference and objectives, actions, milestones and commence the review of council's recreational planning	Completion of the review, which covers the of issues raised in the Organisation Scan issues paper, together with implementation of any recommendations agreed to by the CEO	Approval of Terms of Reference by EXECUTIVE.	30-Jun-12			High	
Undertake a further review of the provision of a centralised booking system for the organisation	ALL	Work with the Organisational Improvement team to develop Terms of Reference and objectives, actions, milestones and commence the examination of a centralised booking system for the organisation that will provide a seamless process for the community.	Completion of the review, which covers the of issues raised in the Organisation Scan issues paper, together with implementation of any recommendations agreed to by the CEO	Approval of Terms of Reference by EXECUTIVE.	30-Jun-12			High	

City of Greater Shepparton									
Transition Management									
Issue	Resp	Action	Measure	Outcome	Due Date Project Plan	Due Date Project Start	Due Date Project Completion	Degree Difficulty	
Undertake a further review of the provision of a the plant and fleet services for the organisation		Work with the Organisational Improvement team to develop Terms of Reference and objectives, actions, milestones and commence the examination of plant and fleet including ordering, plant hire rates as well as the plant fleet council owns or leases.	Completion of the review, which covers the of issues raised in the Organisation Scan issues paper, together with implementation of any recommendations agreed to by the CEO						
Undertake a further review of the provision of the environment and regulatory service department.		Work with the Organisational Improvement team to develop Terms of Reference and objectives, actions, milestones and commence the examination of the Environment and Regulatory Services department including the separation of the department into two departments.	Completion of the review, which covers the of issues raised in the Organisation Scan issues paper, together with implementation of any recommendations agreed to by the CEO						
<b>Strategy and Planning</b>									
<b>Strategic</b>									
Develop a comprehensive Strategic Resource Plan that provide clear articulated and transparent finance and resource allocation and undertake a structured strategic on the “capacity “of organisation to deliver	<b>DB</b>	Review Wodonga, Moira and LGS template and draft chapters as well as provide new chapters on Asset management, community development and developer contribution plans for Executive consideration. Present a chapter or two to Council at each briefing and request input as to the strategies the Council wishes to establish as well as presenting the options via the LTFP were applicable to show impacts of the council	A forward program of consultation is adopted by executive, commence the review and the completion of the comprehensive SRP that provides strategies and policies that provide outcomes in accordance with Council and State Prudential Guidelines	New SRP is prepared as a draft to enable presentation to the newly elected council.	30-Oct-12				<b>High</b>



City of Greater Shepparton									
Transition Management									
Issue	Resp	Action	Measure	Outcome	Due Date Project Plan	Due Date Project Start	Due Date Project Completion	Degree Difficulty	
Commence a discussion with Council regarding priority and strategic areas, (including Council Plan) to develop a forward programmed agenda for briefings and Council meetings.	DB	Develop a forward agenda for EXECUTIVE and briefings with the objective of providing a program for discussions with council. The forward planning agenda is aimed at unearthing where Council may want to participate and provides time for any necessary cross functional teams to be developed in response to an issue.	The forward agenda is adopted by executive and discussion has commenced with Council.	Improved resource planning and 100 per cent compliance to planned timetable.	30-Aug-12			Low	
Ensure that within the budget preparation that there is clear and transparent linkages to the Council Plan and Strategic Resource Plan.	DB	Examine the 2012/13 budget documentation to ensure that the KSA's are reflective of the council plan strategies and that they are both achievable and measurable.	Examination has taken place and the KSA's as detailed in the budget are responding to Council Plan strategies and are measurable	An improved alignment between Council Plan and Budget.	30-Sep-12			Medium	
<b>Tactical</b>									
Review Council's project delivery processes across organisation	DI	Develop and advise the services, systems and processes to ensure all major Council projects are managed and delivered on time and within budget in accordance with "client" expectations.	Completion of the review, approval by executive and implementation of the revised project delivery process	All major Council projects delivered through the project delivery department.	31-Aug-12			High	

City of Greater Shepparton Transition Management									
Issue	Resp	Action	Measure	Outcome	Due Date Project Plan	Due Date Project Start	Due Date Project Completion	Degree Difficulty	
Rebrand Business Excellence with a focus to drive department development of service views and develop a timetable and commence service planning for all Council services.	DO	Develop an agreed corporate approach to defining levels of service, identifying unit costs, methods of community consultation and design a process to ensure engagement of the Council in the required decisions. Engage with the Organisational Improvement Team (OIT) with agreed Terms of Reference to firstly define methodology for service planning at GSCC. Design appropriate template(s) for corporate usage and commence organisational service planning	the proposed service planning methodology and processes is adopted by executive, council briefed and the service planning process has commenced.	Improved level of service /reduction in unit costs/meeting agreed community expectations.	30-Sep-12			High	
Implement the separation of Assets, Parks and Recreation and Operations (resources) including providing direct budgetary and management control to the respective Managers.	DI	Ensure the transition to the Works-Roads department, Fleet and Buildings, and Works-Parks department in the Infrastructure directorate is managed and all staff are clear on reporting lines and accountabilities. Ensure Position Descriptions are amended, reporting lines are clear and systems for scheduling, payroll, incident reporting etc. are in place. Develop Business Plans for each department.	Smooth transition and minimal disruption to workforce and community.	Improved operational performance, updated Position Descriptions with clear accountabilities for all employees.	30-Aug-12			Medium	
Engage with the HRCC in the development of employee procedures and directives.	DO	People Performance department in conjunction with the HRCC to a timetable for, and commence the review, of all HR policies and directives.	Timetable for the review adopted by executive and commencement of the timetabled policies and directives. All reviews completed within targeted timelines.	updated list of policies and directives	31-Aug-12			Medium	

City of Greater Shepparton									
Transition Management									
Issue	Resp	Action	Measure	Outcome	Due Date Project Plan	Due Date Project Start	Due Date Project Completion	Degree Difficulty	
Establish the Cultural Liveability Department by centralising the operations Riverlinks, SAM, Events and Festivals and Tourism and Library and ensure that the relationship maximising the benefits of all facilities to the community.	DC	Establish the Cultural Liveability department by consulting with teams and individuals and resolve any issues that may exist. Develop a Cultural Liveability Business Plan for the department that details the improved cross utilisation of facilities and services.	Completion of a business plan measures related to the Council Plan and other council strategies. Increased number of events where facilities are cross utilised. Improved utilisation of SAM and Riverlinks.	Establishment of the Cultural Liveability department with Business Plan and individual role clarity, which provides improved community usage, visitation at lower costs to council.	31-Aug-12			Medium	
Make the Web site (content) development and amendments the responsibility of the Communications Branch.	DO	Review of Council web site to ensure that it provides an easy to use both from the customer lens as well as intern to the organisation. Research on how Councils internationally are using their web sites and integrating with social media etc	Proposal to redevelop/improve the Council web site is adopted by executive. Website developed and launched.	Proposal presented to the Council EXECUTIVE and briefing	30-Sep-12			Medium	
Transfer the Grants Officer to Investment attraction.	DB	Review Position Description and advise all Council employees of the Grant's officers role, how they can utilise and work with the Grant's Officer. Develop a priority listing for the Grants Officer based on the Council Plan and the Budget 2012/13 priorities.	An increase in the number of grants applications made.	More externally funded projects and activities.	30-Jul-12			Low	
Operational									

City of Greater Shepparton Transition Management									
Issue	Resp	Action	Measure	Outcome	Due Date Project Plan	Due Date Project Start	Due Date Project Completion	Degree Difficulty	
Review the annual Budgeting processes to ensure staff accountability to remove the poor “attitude” towards the use of commitment costing and the high risk approach; align Budgets with the Organisation Structure; Implement Monthly budget reporting to EXECUTIVE at sub activity level.	DB	Document a new process to develop annual Budget in the form of a Budget Manual and test through a cross functional team. Develop a new budget format based on presenting to council of a program budget that provides for a better understanding of the operational budget by the council, staff and the community. Budget Manual presented to each department within each Directorate. Departmental briefings within each directorate ensuring adherence to employee delegations. Program budget developed and presented to council. Develop a program to ensure that the Electronic Ordering Program is used by all staff.	Commitment costing utilisation at 95 per cent with 100 per cent compliance to employee delegations. Implement monthly budget reporting at sub activity level	Budget Manual 2013/14. Electronic Ordering utilisation increased. Budget Manual 2013/14 takes account of the improved requirements. A new format program budget is implemented	30-Aug-12			Medium	
Communicate the importance of the Prince 2 methodology across the organisation and ensure training is provided to all employees involved in project management.	DI	Document and train all stakeholders in the use of Prince 2. Dedicate resources from Project Delivery to facilitate training. Modify the PRINCE 2 forms to enable use by the whole organisation.	Utilisation of PRINCE2 for all major projects, both capital and operational. The extent of improved cost control and delivery for council projects.	95 per cent of capital program delivered in accordance with approved Budget @ 30 June 2013.	30-Jul-12			High	
Review the current recruitment processes to ensure an effective ,efficient and transparent process is implemented which will minimise the time taken.	DO	People Performance to review the current recruitment processes and practices and ensure all within the organisation understand and implement to revised processes. Establish service standards and timelines for recruitment the organisation.	Process that satisfies stakeholder requirements in that it is accurate, timely and supports the organisational requirements.	Processes and practises reviewed and adopted by executive after consultation with the HRCC.	30-Sep-12			Low	

City of Greater Shepparton									
Transition Management									
Issue	Resp	Action	Measure	Outcome	Due Date Project Plan	Due Date Project Start	Due Date Project Completion	Degree Difficulty	
Discuss the process for the development of the 2012/16 Council Plan with Councillors which also provides for a "Bottom Up" input from staff .	CEO	Schedule time for Executive to discuss process and brief Council via a report. Consult with managers and staff and have them commence listing priorities from their perspective.	Process adopted by Council in July 2012	Completion of data collection by October 2012	30-Sep-12			High	
Examine the combining of the Social Clubs so that they host functions for <u>all</u> staff.	DC	Consult with indoor and Outdoor Social club committees	Completion of the examination and report to executive.	Improved collaboration, joint events and improved staff morale as a result.	30-Sep-12			Low	
<b>Leadership and Style</b>									
<b>Strategic</b>									
Develop and implement a comprehensive Performance Management System and provide training in Performance Management for management and employees.	DO	Complete the processes and practices to develop a new performance management system. People performance in consultation with the Organisational Improvement Team review the current process, existing content and annual timeline and commence implement the agreed Performance Management system and investigate the develop the proposal for a common performance review date and report to executive. The new system is adopted by executive. Review all staff KPIs in line with the new organisational structure.	New Performance Management system implemented. All Performance Plans for the new structure completed.	KPI's set for all employees that relate to annual Budget and Council Plan.	30-Sep-12			High	
Develop and implement an Internal communications strategy.	DO	Develop newsletters, social media other mechanisms to improve internal communications.	Improved internal Communication.	Staff better informed of Council issues.	30-Jul-12			Low	
<b>Tactical</b>									

City of Greater Shepparton		Transition Management						
Issue	Resp	Action	Measure	Outcome	Due Date Project Plan	Due Date Project Start	Due Date Project Completion	Degree Difficulty
Build Executive team by establishing a Code of Conduct/Values.	DO	Executive to develop and adopt a Code of Conduct.	Adherence to values as perceived by managers and staff.	Unified EXECUTIVE that demonstrates behaviours that support values	30-Jun-12			Low
Transfer Assets to Business Services to ensure the branch outputs align with financial standards and corporate objectives.	DB	Manage the transfer of the relevant staff ensuring responsibilities and accountabilities are clear. Ensure Position Descriptions are amended, reporting lines are clear and systems are in place. Develop a timetable for implementation of a comprehensive asset management system that will enable council to make strategic decisions relating to the required level of investment in assets from a condition based perspective.	Smooth transition and minimal disruption to workforce and community. Clearly articulated implementation plan is adopted by executive, Implementation is commenced and completed	Updated Position Descriptions. Clear accountabilities for employees. Business Plan for Assets Department. Council uses condition based data to provide strategic decisions to be made on asset investment.	31-Aug-12			Medium
Provide training for General Managers, Managers and supervisors in best practise in supervision and management of staff, presentation skills (to councillors) as well as the legal/industrial issues associated with the relationship between employers and employees.	DO	Organise, adopt and implement a comprehensive training program and schedule for General Manager, Managers and supervisors.	All General Managers, Managers and supervisors complete the training program.	Improved knowledge of participants.	30-Sep-12			Low
Consolidate the Council's training budget to enable a strategic organisational training to be undertaken.	DO	Prepare a report for consideration by Executive on the advantages and disadvantages on the consolidation of the organisational training budget into the Organisation Directorate.	Report prepared. Implementation of the decision by executive on the report	Training arising from Performance Reviews coordinated by People Performance to maximise efficiency of expenditure.	30-Jul-12			Low

City of Greater Shepparton Transition Management									
Issue	Resp	Action	Measure	Outcome	Due Date Project Plan	Due Date Project Start	Due Date Project Completion	Degree Difficulty	
Implement a system from which Training and Development is established from outputs of Performance Management system.	DO	Prepare a report for executive on the training requirements from an inventory of all current training obligations, collated and developed from the organisation training requirements. These training requirements to be based on outcomes of Performance Management feedback. Adoption of the report by the executive. Organise groups for training and development to achieve best value for delivery. Ensure all OHS and ticket currency training is undertaken annually.	Report for Executive prepared. Organisational training program developed and implemented. Training program delivered to meet agreed training requirements of the organisation.	Improved productivity arising from training.	30-Sep-12			Medium	
Undertake a review of the Engineering design service scope .	DI	Detail the services provided by new department to the balance of organisation	Detail of services provided. Feedback from staff and Design Engineers.	Improved capital works delivery to support the 95 per cent delivery target.	30-Jul-12			Medium	
Implement a common anniversary date (pre Budget) 28/2 each year for all employee Performance Management & Training Plans.	DO	Prepare a report on the establishment of a common anniversary date for the 2013 organisational wide performance appraisals. The report to look at the advantages and disadvantages and to involve consultation with the HRCC. Performance appraisals for the any new directors and managers to be completed on a common anniversary date. Directors and managers Performance appraisals to be completed with short and medium term goals.	Report prepared for Executive. All performance appraisals completed with a clear and measurable KPIs for each employee.	Focussed Directors and Managers.	30-Jun-12			High	

City of Greater Shepparton Transition Management									
Issue	Resp	Action	Measure	Outcome	Due Date Project Plan	Due Date Project Start	Due Date Project Completion	Degree Difficulty	
Review and amend if required, Council's Induction Program for all new employees.	DO	Continue to improve and review the organisations new employee induction program for employees and contractors. That the process for the induction program be discussed at the HRCC.	A post induction survey be undertaken from recent Inductees and suggested improvements implemented.	Efficient induction of new employees/contractors.	30-Jun-12			Low	
Develop and implement a Workforce and Succession Plan.	ALL	Prepare a report to executive that provides for an action plan for the preparation and development of a workforce/succession plan. Once adopted by executive commence preparation of the plan.	Report presented to Executive Detailed schedule of work for development and implementation of the workplace/succession plan developed. Commencement of work on the plan.	Completed work plan.	30-Sep-12			High	
Undertake an independent audit of the Road Management Plan to ensure that the maintenance management scheduling and reporting process is acceptable.	DI	Organise independent audit of the plan, receive the report and implement any recommendations from the report.	Audit completed and recommendations actioned and completed.	Correct alignment between Road Management Plan and Council standards.	30-Oct-12			High	
Review the effectiveness of the operations staff scheduling and its effectiveness in assisting Council meet its Road Management Plan obligations.	DI	Identify the current response (scheduling, levels of service etc) against the current Road Management Plan. Identify the "gap" between the current service level and the required/prescribed level of service as detailed in the Council's Road Management Plan. Review staff scheduling, in consultation with operations staff, to determine if any improvements can be made and commence implementations of any recommendations. Prepare a report on the findings of the review and recommendations implemented.	Documented gaps corrected and recommendations implemented. Report to Executive detailing improvement opportunities and how they have been implemented..	Road Management Plan that Council is able to meet its obligations under.	30-Sep-12			High	





City of Greater Shepparton Transition Management									
Issue	Resp	Action	Measure	Outcome	Due Date Project Plan	Due Date Project Start	Due Date Project Completion	Degree Difficulty	
Provide Directors with mentoring opportunities.	CEO	Discuss mentoring requirements with each Director. Determine suitable mentors based on the agreed needs. Examine the suitability of the LG Pro mentoring program.	Mentoring for directors established. Improved knowledge and performance from each director.	Improved performance for organisation.	30-Jul-12			High	
Benchmark all senior management remuneration to like size Councils.	DO	Prepare a report that benchmarks senior management remuneration for consideration by the CEO with recommendations for action.	Report prepared and presented to the CEO	Report analysing benchmarks	30-Jul-12			Medium	
Examine the number of unresolved and not implemented systems and processes within the organisation.	ALL	Prepare a report for executive that identifies all unresolved or non implemented systems and processes. Such report to have recommendations to implement the unresolved or non implemented which includes the priority for action, resource requirements and an implementation plan. Adoption of the report by executive and commencement of implementation of the approved recommendations.	Report presented to Executive of all unresolved systems and processes documented, implementation plan adopted, resources allocated and commencement of that implementation plan. Work Plan to resolve/prioritise action implemented	Work Plan to resolve/prioritise action. Efficiency gained with improved systems and processes	30 Sept-12			High	
Develop an employee membership program at Aquamoves.	DC	Review the current and develop a new employee membership program. Promote the membership program across the organisation.	Program developed and communicated to staff	Improved membership from employees at Aquamoves. Improved fitness of council employees.	30-Jun-12			Low	



City of Greater Shepparton									
Transition Management									
Issue	Resp	Action	Measure	Outcome	Due Date Project Plan	Due Date Project Start	Due Date Project Completion	Degree Difficulty	
Implement revised customer service standards for each council service as part of the service planning exercise.	DO	Work with the Organisational Improvement Team to define service standards and response times for all Council services by reviewing and documenting the current service standards and systems and decision processes for service responses. Review current level of reporting of the customer services standards and recommend improvements in reporting. Preparation of a business plan detailing the solution and investment required to provide a professional contemporary customer service system. Report to executive with recommendations on reporting. Implementation of adopted recommendations.	Report to executive. Implementation of adopted recommendations. Business plan adopted. Regular reports on performance against adopted standards provided to executive. Definitions and system improvements providing certainty and consistency to customers and Council.	Improved customer service.	30-Sep-12			High	
Undertake a review of councils Customer Service Charter "Customer First"	DO	Work with the Organisational Improvement Team to review the "Customer First Charter". Preparation of a report to executive. Present a briefing paper for council to enable council input to review the charter and systems. Adopt an amended charter and training of all staff in the requirements of the charter.	Review of and implementation of a revised "Customer First" charter that is better understood and factored into the operational systems and the way council business is done.	Improved customer service. Business Plan detailing the solution and investment required to provide a professional contemporary customer service system.	30-Sep-12			High	
<b>Tactical</b>									

City of Greater Shepparton									
Transition Management									
Issue	Resp	Action	Measure	Outcome	Due Date Project Plan	Due Date Project Start	Due Date Project Completion	Degree Difficulty	
Investigate the integration or migrate the Customer Service system(s) into one.	DO	Prepare a report on an analysis of the current customer service systems Merit and Confirm to determine if they can be integrated. Such a report to be compiled following liaison with users to determine where integration is required as well as what is able to be achieved and the resources required. Presentation of the report to executive and implementation of adopted recommendations.	Presentation of the report to executive and implementation of the adopted recommendations.	Improved efficiency.	30-Sep-12				High
<b>People</b>									
<b>Strategic</b>									
Review all Policies with Council (and CEO directives)	DO	Review all current council policies and operational policies for currency. Develop a timetable for review of all council policies and operational policies. Review the format for existing policies including the renaming of operational policies to CEO directives. Report to executive with the timetable for review. Commence the review of all policies that are or are about to expire. Provide training to appropriate staff in policy writing. Commencement of the review of policies.	Commencement of the review and adherence to timetable for executive and Council adoption. Policy timetable developed for Council and executive.	Updated and comprehensive policy register.	30-Sep-12				High

City of Greater Shepparton									
Transition Management									
Issue	Resp	Action	Measure	Outcome	Due Date Project Plan	Due Date Project Start	Due Date Project Completion	Degree Difficulty	
Clarify the roles and responsibilities of the council and the CEO and executive	CEO	Develop a program that clarifies the roles and responsibilities of the council and the CEO and executive Undertake planning for the existing council as well prepare for a facilitated session with the newly elected Council and executive to discuss roles, responsibilities, relationships and expectations.	Facilitated sessions undertaken. The roles, relationship and responsibility of councillors, the CEO and the Executive clarified.	Agreed and documented paper on the roles, relationships and responsibilities between the councillors, CEO and the executive.	30-Sep-12			High	
<b>Tactical</b>									
Develop and implement an accountability framework for each Department, Branch and individual employee(s).	ALL	Implementation of a series of facilitated sessions with each department Director and manager and key staff to develop the accountability framework. Incorporate this framework as part of the Performance Management framework for the organisation.	Sessions completed. Documented accountability framework inserted into the performance management framework.	Improved accountability	30-Sep-12			High	
Implement a system that documents developer contributions from receipt of contribution/asset through to capital delivery.	DB	Investigate and report on an internal system that documents the provision of developer contributions to council, from receipt of the contribution/asset through to capital delivery. Such investigation to include a facilitated session with key managers and operatives, which will review the current and recommend a preferred process, including trust, capex, delivery etc. Report to be presented to executive with recommendations for improvement. Implementation of adopted recommendations.	Report presented to executive. Adopted new process implemented. Improved traceability and transparency of funds and projects.	Improved accountability and certainty of developer works.	30-Sep-12			High	

City of Greater Shepparton Transition Management									
Issue	Resp	Action	Measure	Outcome	Due Date Project Plan	Due Date Project Start	Due Date Project Completion	Degree Difficulty	
Examine councillor representation on the internal development hearing panel.	DS	Investigate and report to executive on the possibility of providing councillors to be represented on the internal development hearing panel. Such report to include the advantages and disadvantages of such representation. Following presentation to executive, present the report to Council briefing.	Report presented to councillors. Adoption of the recommendations of the report. Improved knowledge and improved councillor satisfaction with the planning system.	Improved ownership of decisions.	30-Jun-12			Low	
Review/ develop a comprehensive 10 year CAPEX Program.	DI	Appoint a cross functional team to develop a corporate process that enables the preparation of a comprehensive capital works program that includes an Project Assessment Model which prioritises all proposed capital works projects. Review all strategies and management plans and verify/vindicate candidate projects. Present the proposed model to council for adoption. Communicate this model, when developed to all departments to ensure all staff are aware and able to access the process. Inclusion in the SRP of the comprehensive 10 year capex program.	Adoption of the Project Assessment Model. Insertion of a chapter on capital works in the SRP. Increased participation in the development of the CAPEX program from employees and Councillors.	Improved candidate list and prioritisation.	31-Aug-12			High	

City of Greater Shepparton Transition Management									
Issue	Resp	Action	Measure	Outcome	Due Date Project Plan	Due Date Project Start	Due Date Project Completion	Degree Difficulty	
Review and improve internal staff communications	DO	Develop a communications strategy for the staff, particularly over the coming three months, by involving the Organisational Improvement team a strategy around reporting progress on the transition plan. Such review to include a review of COGSPEAK to improve communications relating to strategic issues as well as providing a monthly departmental/branch profiles in staff newsletter. Report to executive on the proposed internal communications strategy. Implementation of the strategy once adopted by executive.	Weekly /fortnightly newsletter on the implementation of the transitional plan to be published. Report on the internal communications strategy to be presented to executive, implementation commences following its adoption.	Improved knowledge of the organisational matters by staff. Improved staff morale.	30-Jun-12			High	
Perception that the management of personnel issues needs to be improved.	DO	Design and implement a process that ensures the management of personnel issues is process driven and the issues resolved and managed. Implement training to all employees in supervisor positions to assist in the management of difficult issues. This training to be part of performance management training and normal feedback process. Report to executive on the process and an implementation plan	Process designed and implemented. Report adopted by executive. General managers, managers and supervisors more confident and consistent in the execution of performance feedback.	Improved performance management- "on the spot."	30-Jul-12			Medium	



City of Greater Shepparton									
Transition Management									
Issue	Resp	Action	Measure	Outcome	Due Date Project Plan	Due Date Project Start	Due Date Project Completion	Degree Difficulty	
The need to improve employee application knowledge.	DO	Work with the HRCC to undertake Training Needs Analysis for council's corporate systems. Design a training program to assist in improving employee understanding and efficiency in use of the corporate systems. Report to executive on the training program and commence implementation once approval is given.	Training needs documented for departments and employees. Report provided to executive. Implementation commenced.	Improved and targeted training. Improved knowledge of and efficiency of use of councils corporate systems	31-Aug-12			Medium	
<b>Operational</b>									
No quarterly reports to council on the progress against Council Plan strategies.	DB	Develop and implement a reporting process to inform council of progress against Council Plan at least quarterly to Council by engaging directors and managers . Investigate possible corporate systems that would enable this reporting to be achieved. Report to executive on the preferred process and system. Purchase (if requires) and implement the corporate system and provide training to EA's on input into the system.	Report prepared for executive. Purchase of a new corporate system if required. Training of EA's and implementation of quarterly reports.	Improved accountability to Council.	30-Sep-12			High	
Manual preparation of agenda's for council meetings and briefings, as well as other organisational meetings.	DO	Investigate, purchase and implement by training EA's on usage as well as and establishing timetable for submission of agenda items for all Council meetings/briefings and executive meetings.	Investigation completed and system purchased. Implementation of the system. Timetable for agenda items developed and implemented. Improved efficiency with respect to agenda production.	Efficient delivery of agendas and content.	30-Jun-12			Medium	

City of Greater Shepparton Transition Management									
Issue	Resp	Action	Measure	Outcome	Due Date Project Plan	Due Date Project Start	Due Date Project Completion	Degree Difficulty	
Improvement in the councillors knowledge of organisational operational activities	DB	Report to executive on the design of and provision to Councillors with regular reports on: progress of capital works, major planning permits, planning scheme amendments, community consultation etc.etc. Once approved commence implementation and provision of the information.	Report adopted by executive. Provision of regular reports delivered on time and accurate to Council and executive.	Improved performance knowledge.	30-Sep-12			High	
Difficulty in the process to update Intranet content and existing access requirements.	DB	Examine and report with appropriate recommendations to executive on the current access difficulties. Once adopted by executive, implement the recommendations.	Report to executive. Implementation of recommendations.	Improved satisfaction and access to information.	30-Jun-12			Medium	
Lack of knowledge of staff of who is responsible for service delivery across the organisation.	DB	Working with a cross functional team understand requirement and current deficiencies of staff knowledge. Report to executive on the ability to implement a staff role (as employment responsibilities ) search system on intranet. Implementation of the adopted recommendations.	Cross functional team formed. Examination completed. Report to executive provided. Adopted recommendations implemented.	Improved knowledge of staff roles.	31-Aug-12			Medium	
Privacy in council meeting rooms.	DB	Examine the re- lamination or provision slim blinds to meeting rooms to ensure adequate privacy in provided. Engage suitable tradesman to undertake the work.	Work undertaken.	Improved privacy and confidentiality.	30-Jun-12			Low	

City of Greater Shepparton									
Transition Management									
Issue	Resp	Action	Measure	Outcome	Due Date Project Plan	Due Date Project Start	Due Date Project Completion	Degree Difficulty	
<b>Process Management Improvement and Innovation</b>									
<b>Strategic</b>									
Council has no policy on local content in its purchasing.	DB	Prepare a report for executive on the possibility of having a policy that would provide for the purchasing of local content. Once approved present a briefing paper for Council consideration options for local content purchasing. Preparation and presentation to a council meeting on this policy. If adopted, implementation of the policy	Development of options for local content policy. Report to Executive, council briefing and Council meeting. Implementation of and adopted policy.	Advise staff and traders of Council policy.	31-Aug-12			High	
Council has no policy on green purchasing.	DB	Prepare a report for executive on the possibility of having a policy that would provide for the purchasing of "green" products . Once approved present a briefing paper for Council consideration options for "Green Purchasing".	Development of options for "green" purchasing. Report to Executive, council briefing and Council meeting. Implementation of and adopted policy. Development of Policy and Directives.	Advise staff and traders of Council policy.	31-Aug-12			High	
Review Procurement Delegations and develop Policy and Directives	DB	Work with the Council and CEO to review the "Procurement Delegations". Deliver options report for executive. Once approved present a briefing paper for Council consideration options for "Procurement".	Review of Procurement Delegations and development of options for "procurement" delegations policy completed. Report to Executive, Council briefing and council meeting. Implementation of and adopted policy. Development of Policy and Directives	Advise staff of delegation.	30-Jul-12			Medium	

City of Greater Shepparton									
Transition Management									
Issue	Resp	Action	Measure	Outcome	Due Date Project Plan	Due Date Project Start	Due Date Project Completion	Degree Difficulty	
Review and rationalise all Human Resource Policies.	DO	Work with a cross functional team to undertake rationalisation and review of all current "Human Resources" policies detailing improvements that will strengthen the issues of Policy and Process Management. Report to Executive.	Cross functional team formed. Development and Improvement of Human Resource Policies that strengthen Policy and Process Management issues. Report to Executive on the process as well as the recommended policies for adoption. Improved suitable Human Resource policies for access by employees.	Full suitable suite of policies accessible by employees.	30-Sep-12			High	
Lack of consistency in Policy Development and CEO directives.	DO	Develop a methodology template for policy development and CEO Directives to provide greater consistency in look and content. Report to executive. Once approved implement the adopted template	Development of methodology template for Policy Development and CEO Directives. Approved by Executive. Implementation of approved Methodology Template.	Greater consistency in policy development and CEO Directives	30-Jun-12			Low	
<b>Tactical</b>									
Develop and implement a Corporate Reporting system.	DO	Develop a Corporate Reporting System and define statutory and management requirements and improve compliance and accountability by seeking agreement on what content and what frequency reporting will be undertaken for the Corporate Reporting System. Confirm system and improvements with Executive Managers and Council. Implementation of the adopted system.	Development and implementation of Corporate Reporting System that meets statutory and management requirements and provides Improved compliance and accountability. Approved by Executive. Adopted system being consistently applied.	Risk minimised and knowledge for decision making improved,	30-Jul-12			High	

City of Greater Shepparton Transition Management									
Issue	Resp	Action	Measure	Outcome	Due Date Project Plan	Due Date Project Start	Due Date Project Completion	Degree Difficulty	
Develop and implement a progress report against Council Plan objectives.	DO	Develop and implement a reporting process to reports on progress against Council Plan objectives monthly to executive and quarterly to Council. Engage All Directors and Managers. Review reporting process options with OD Directorate. Determine system for reporting. Implementation of the adopted system.	Development and implementation of a reporting process on progress against Council Plan objectives. Provision of regular reports delivered on time and accurate to Council and executive. Options reviewed with OD Department. Reporting system determined. system Implemented and applied consistently.	Improved knowledge.	30-Jul-12			Medium	
Review and link all “corporate and strategic” plans to staff KPI’s	ALL	Review all “corporate and strategic” plans and directorate/departmental strategies. Prepare a report to Executive on the linkages between these plans including resource requirements. Link staff KPI's the plans and strategies as part of Performance Management process. Discuss as part of Performance Management process.	Review of all "corporate and strategic" plans and directorate/departmental strategies completed. Plans and strategies linked to staff KPI's. Report provided to Executive. Discussed as part of Performance Management process.	Improved planning/delivery of Council strategies.	30-Sep-12			High	
Major review of Procurement processes and performance management	DB	Develop scope for a cross functional team that includes representatives from the departments to examine issues around procurement processes and performance reporting. Define Procurement personnel roles, responsibilities, corporate processes, policies, directives and management.	Scope of Review established and Cross functional team formed. Procurement issues identified. Defined Procurement personnel roles, responsibilities, corporate processes, policies, directives and management. Report to Executive. Agreed procurement processes and performance reporting.	Improved procurement and risk management.	30-Jul-12			High	

City of Greater Shepparton Transition Management									
Issue	Resp	Action	Measure	Outcome	Due Date Project Plan	Due Date Project Start	Due Date Project Completion	Degree Difficulty	
Develop a Project Delivery Process Directive	DI	Work with CEO to develop a Project Delivery process Directive. Clarify the directive. Draft CEO directive for Executive approval.	Development and clarification of Draft CEO Project Delivery process directive. Approved by Executive.	Improved understanding of role of department.	30-Jun-12			Low	
Ranking of candidate projects for capital evaluation and designation to the capital works program.	DI	Develop Project Assessment Model to determine the ranking of candidate projects for capital evaluation and designate them to the capital works program in the relevant year. Review current process and determine if assessment criteria are aligned to Council Plan and represent best practice. Report options for assessment to executive. Report to Council for adoption. Implement agreed Assessment Model.	Development of a Project Assessment Model. Current Process Reviewed. Alignment of assessment criteria to Council Plan representing Best Practice. Options Report to Executive approved. Implementation of Agreed Options. Report to Council for adoption Breadth of participation in process by staff and variability arising in model.	Improved agreed ranking system.	30-Sep-12			High	
Review and Establish Preferred Provider Panel(s) to provide efficiency in Purchasing	DB	Review and update current panel of providers. Engage all departments to capture corporate requirements. Establish a preferred provider panel(s) for trades, plant hire, professional services and other services, e.g.: printing.	Up to Date List of Preferred Provider Panel(s). All corporate requirements captured. Provider panels established for trades, plant hire, professional services and other services. Degree of coverage.	Improved efficiency in purchasing.	30-Jul-12			Medium	
Section 86 Committees to be reviewed.	DO	Review of S86 Committees involving staff with responsibility, analysis of delegations and determining the currency of the status of those Committees. Preparation of Operating Manuals. Provide Training of those committees as to as to their collective and individual responsibilities.	Review of S86 Committees including analysis of delegations and currency of status of Committees completed. Development of s 86 Operating Manual. Training to S86 members in their collective and individual responsibilities completed.	Improved risk management. Improved performance of s86 Committees.	30-Sep-12			High	

City of Greater Shepparton									
Transition Management									
Issue	Resp	Action	Measure	Outcome	Due Date Project Plan	Due Date Project Start	Due Date Project Completion	Degree Difficulty	
Review the roles and resourcing in Governance to ensure that all council governance requirements are being met.	DO	Review the roles and resourcing in Governance to ensure that all council governance requirements are being met. Identify the "gap" between the current compliance and the required/prescribed level of compliance as detailed in legislation. Undertake a risk assessment on all of Council's governance functions.	Review of the roles and resourcing in Governance completed. Identification of the "gap" between the current compliance and the required/prescribed level of compliance completed. Risk assessment on all governance functions of Council's Governance functions completed. Improved understanding and compliance. Report provided to Executive, with adopted recommendations implemented.	Improved risk management	30-Sep-12				High
Full review of all Risk Management processes	DO	Undertake a full review of all Risk Management processes including: Policy strategy, risk register, identification of primary, secondary and tertiary risks, Risk and Audit committee. Undertake a Gap analysis and consult with the various departments. Establish an internal audit function, operational risk committee and training of all staff in risk management. Undertake a risk assessment on all of Council's governance functions. Report to Executive. Implement agreed outcomes.	Full review of all Risk Management processes completed. Gap analysis completed. Internal Audit function and operational risk committee established. All staff trained in risk management. Risk Committee Training in collective and individual responsibilities completed. Following a report to Executive the agreed risk management processes are implemented.	Improved risk management and staff awareness.	30-Sep-12				High

City of Greater Shepparton Transition Management									
Issue	Resp	Action	Measure	Outcome	Due Date Project Plan	Due Date Project Start	Due Date Project Completion	Degree Difficulty	
Centralise the various marketing functions into Organisation Directorate	DO	Working with a cross functional team of marketing operatives develop processes to centralise the various marketing functions into Organisation directorate. Identify improvements in branding, utilisation of facilities and knowledge of COGS. Develop a Business Plan for Marketing. Report to Executive. Implement agreed outcomes	Cross functional team formed. Marketing functions centralised into Organisation directorate. Report to Executive with the Business Plan for Marketing developed and Implemented. Implementation of agreed processes. Improvement in marketing and consistency in communications.	Improved branding ,utilisation of facilities and knowledge of COGS. Business Plan for marketing.	31-Aug-12			High	
Review Events and the management of community facilities	DC	Undertake a review of Events and Management of Facilities and determine a method to separate Events from Management of Facilities. Clarify Roles and define responsibilities for Events and Management of Facilities. Consult with the events and building maintenance operatives. Develop a Business Plan for Events and identify "nominated" group to manage facility. Report to Executive.	Review completed. Events and Management of Facilities separated and roles and responsibilities defined. Report to Executive with the Business Plan for Events developed. Group to manage facility identified and 'nominated'.	Business Plan for Events. Nominated group to manage facility.	31-Aug-12			Medium	
Examine centralisation of Facility Management.	DC	Conduct an examination of the possible centralisation of Facility Management. Consult with building maintenance and other facility managers to separate and clarify "occupancy" from "Landlord" or ownership of building. Review and report to Executive on the outcomes of examination and consultation.	Examination of Centralisation of Facility Management completed. Clarification of tenant and owner. Report to Executive and implementation of adopted recommendations.	Improved services and building maintenance.	31-Aug-12			Medium	



City of Greater Shepparton Transition Management									
Issue	Resp	Action	Measure	Outcome	Due Date Project Plan	Due Date Project Start	Due Date Project Completion	Degree Difficulty	
<b>Operational</b>									
Examine reasons for Excessive FOI requests	DO	Conduct an examination and identify the reasons for the excessive FOI requests being made and review those requests to determine the content and range of issues. Develop strategy to reduce the number of FOI requests. Review with Records Department and Report to Executive.	Examination of Reasons for requests and strategy to reduce requests completed. Range of issues determined. Approved by Executive	Reduction in FOI requests.	31-Aug-12			Medium	
Complete Business Continuity Plans.	DO	Working with the Management Team as a cross functional team review inventory of Business Continuity Plans and determine where there is a need for additional Business Continuity Plans. Develop required Business Continuity Plans. Report to Executive. Implementation of Agreed recommendations.	Cross functional team formed. Review of Inventory of BCP's completed. Development of required BCP's. Reported to Executive. Agreed recommendations implemented	Comprehensive Business Continuity Plans for Council.	31-Aug-12			High	

City of Greater Shepparton Transition Management									
Issue	Resp	Action	Measure	Outcome	Due Date Project Plan	Due Date Project Start	Due Date Project Completion	Degree Difficulty	
Provision of a Legal Services Strategy	DB	Undertake a review of all legal costs in the 2010/11 general ledger where legal expenditure is incurred to determine if an in house legal counsel or Para legal can be justified. Validate need for advice – risk management exercise. Quantify expenditure per functional and prepare report on alternative options. Report to Executive. Implementation of Agreed Options/Strategy	Review of Legal costs completed. Quantification of expenditure per function. Validation of need for Advice - Risk Management. Report on alternative options to Executive. Agreed options implemented.	Legal services strategy.	31-Aug-12			High	
Review Long Term Financial Plan to improve long term financial projections.	DB	Review of Long Term Financial plan including population of new figures into LTFP. Post renewal recalculations. Review of operating costs. Reconfigure LTFP as part of the SRP review. Working with Executive and Council review financial policies via the SRP. Report to Executive and Council. Implementation of agreed recommendations and policies.	Review of LTFP and update with current figures completed. Review of Operating Costs completed. LTFP configured to SRP and financial policies reviewed and aligned with the SRP. Approved by Executive and Council. Agreed recommendations implemented.	Improved long term financial projection. Sustainable municipality.	30-Sep-12			High	
Design and implement a Capital Works report	DB	Review the budget monitoring of Capital Works including financials, (per project) for Council and Executive to improve cost control. Design and implement a weekly capital works report to mitigate the high risk approach and to improve employee accountability. Develop Report format and distribution list.	Review of Capital Works budget monitoring including financials completed. Improved cost control. Weekly reporting. Increased accountability. High risk approach mitigated	Improved cost control.	30-Jun-12			Low	

City of Greater Shepparton Transition Management									
Issue	Resp	Action	Measure	Outcome	Due Date Project Plan	Due Date Project Start	Due Date Project Completion	Degree Difficulty	
Training program for TRIM for all employees	DO	Working with Organisation Directorate and cross functional team to develop a training program for TRIM. Implement an annual training program in the operation of TRIM for all employees who use the system.	Cross functional team formed. TRIM training program developed and implemented. Annual Staff TRIM Training program established. Improved knowledge of TRIM.	Improved efficiency and consistency of records.	31-Aug-12			Medium	
Continuous Improvement template / program and Procedure Manuals for All Processes.	ALL	Develop a continuous improvement template/ program for all service areas. Applying Best Value principles review all service areas on an ongoing basis. Develop procedure manuals within Teams and Standard Operating Procedures for all processes. Report to Executive and Council. Implementation of agreed recommendations and policies.	Continuous Improvement template/program for all service areas established. All service areas reviewed on an ongoing basis. Procedure manuals for all processes. Approved by Executive and Council. Implementation of agreed recommendations and policies.	Improved service efficiency.	30-Sep-12			Medium	
<b>Information and Knowledge</b>									
<b>Strategic</b>									
Audit of Software Applications and Support Arrangements.	DB	In consultation with department managers and the IT Department conduct a software audit, collation of applications, support arrangements and costs per application and department. Review and document the responsibility for all software and applications within the organisation. Align budget to responsibility area.	Software audit completed. Documented responsibilities for all software and applications. Accurate inventory of applications, support arrangements and costs per application. Budget aligned to responsibility area. Improved knowledge.	Improved knowledge and possibility for economies of scale.	31-Aug-12			Medium	

City of Greater Shepparton Transition Management									
Issue	Resp	Action	Measure	Outcome	Due Date Project Plan	Due Date Project Start	Due Date Project Completion	Degree Difficulty	
Develop and implement a social media strategy	DB	Research options for Council to utilise social media. Develop cross functional team and review other Councils and the LG Pro SIG for options of use of social media. Work with CEO to develop a Social media CEO directive and social media utilisation. Clarify the directive. Draft CEO directive for Executive approval.	Cross functional team formed. Social Media research completed. Review of other Councils and LG Pro SIG completed. Social media CEO directive developed. Approved by Executive. Agreed options and policies implemented.	Improved engagement ,marketing and consultation via social media.	30-Sep-12			Medium	
Revise Asset Management Strategy and determine what Asset Management Plans have been developed.	DB	Review the Asset Management Strategy status and examine what Asset Management Plans have been formally adopted by Council. Verify these documents have been adopted by Council. Prepare a detailed results report to Asset Management Working Group with recommendations. Report to Executive with Implementation of agreed recommendations.	Asset Management Strategy updated status and identification of formally adopted Asset Management Plans. Approved by Asset Management Working Group. Identification of precise status and quantity and quality of AMS and AMP's. Report to Executive with Implementation of agreed recommendations.	Precise status of AMS and AMP's.	30-Aug-12			Medium	
<b>Tactical</b>									
Document Project Management roles and responsibilities.	DI	Introduce and reinforce concept of Project Sponsor/Owner and Project Delivery/Manager and continue the roll out of Prince 2. Consult with managers and department project clients to reinforce roles, relationships and responsibilities for Project management.	Continued roll out of Prince 2. Project Management roles, relationships and responsibilities clarified. Improved Project Delivery	Project delivery improved	30-Aug-12			High	

City of Greater Shepparton									
Transition Management									
Issue	Resp	Action	Measure	Outcome	Due Date Project Plan	Due Date Project Start	Due Date Project Completion	Degree Difficulty	
Improve contract management and understanding of roles.	DI	Develop a training program for contract management. Seek quotation for provision of training in Contract Management including the requirements and responsibilities of contract supervision, superintendent role and the management of the Contracts Register. Seek quotation for development of a "kit" for contract staff and all staff involved in contract management. Identify issues of compliance in new procedures. Report to Executive. Distribute "kit" to all contract staff and all staff involved in contract management. Implementation of agreed recommendations.	Contract Management training completed. Contract Management "kit" completed and distributed to all contract staff and all staff involved in contract management. Approved by Executive. Improved understanding of roles and responsibilities. Compliance to new procedures.	Improved contract management and understanding of roles.	30-Sep-12			High	
Immediate implementation of a new Chart of Accounts in the Infrastructure Department	DI	Place Budgetary control directly with the Department Manager and revise the work flows resulting from this – e.g.. Customer requests directly to Operations and not via Assets. Revise the responsible officer for accounts in accordance with the new organisation structure. Allocate new cost centre responsibilities. Report to Executive. Implementation of agreed recommendations and responsibilities.	Budgetary control placed directly with Department Manager. Work flows revised and implemented. New cost centre responsibilities allocated. Approved by Executive. Budget accountability allocated.	Responsibility for Budget accountability allocated.	30-Jun-12			Medium	

City of Greater Shepparton Transition Management									
Issue	Resp	Action	Measure	Outcome	Due Date Project Plan	Due Date Project Start	Due Date Project Completion	Degree Difficulty	
Review currency and relevance of Local Laws	DS	Review Council's local laws and how Council polices and monitors compliance via desktop review and consultation. Review to provide accurate and relevant up-to-date Local Laws.	Review of local laws and policing and monitoring of compliance completed. Accurate and relevant Local Laws.	Updated Local Laws.	30-Sep-12			Medium	
Review EA structure within Governance area.	DO	In consultation with EA's and Executive, review role and reporting relationship between Mayor and CEO EA's. Clarify roles and responsibilities in the EA structure within the Governance area. Report to Executive. Implementation of Agreed recommendations.	Review of roles and reporting relationships completed. Roles and responsibilities clarified in the EA Structure. Approved by Executive. Agreed recommendations implemented. Efficiency improved for EA support.	Clarity of roles and responsibilities.	30-Jun-12			Low	
Undertake a review of the Asset Valuation schedule and standards to ensure all the required documentation is in place.	DB	Review current Asset valuation timetable and draft the use of Greenfield valuations and Brownfield's valuations. Confirm the current practice is in accord with the draft. Ensure the associated process (depreciation review) are undertaken.	Council is meeting timetable and reporting to Audit Committee.	Improved accuracy of financial information/Balance Sheet and depreciation charges.	30-Jun-12			Medium	
Amend the asset renewal modelling by applying a condition assessment to calculate renewal annuity and discontinue the current practice of basing renewal demand calculations per asset category on the financial depreciation figures.	DB	Determine quality/quantum of condition data. Post renewal condition assessment status apply the results to the recalculation of the renewal gap. Apply the Moloney model to derive the renewal calculation based on realistic intervention levels. Report results to executive post the review.	Correct renewal demand based on condition and input into LTFP. Report outcome to executive.	Calculation of the renewal demand. True long term financial position.	30-Sep-12			High	

City of Greater Shepparton									
Transition Management									
Issue	Resp	Action	Measure	Outcome	Due Date Project Plan	Due Date Project Start	Due Date Project Completion	Degree Difficulty	
Urgently adopt the draft vehicle policy, CEO Directive and Operations Manual.	DB	Develop a vehicle policy for Council consideration with approval of executive prior to presentation to Council. Develop a CEO directive on how the policy will be operationalised including elements such as vehicle classification, contribution rates, BT requirements etc. Finally develop an Operations Manual detailing cleaning standards etc. and the process for audit.	Clarity of policy and operations for vehicle management and useage.	Documented policy and CEO directive.	30-Jun-12			High	
<b>Operational</b>									
Centralise all property maintenance to a building maintenance department	DB	Develop procedures for the delivery of building maintenance, including registration of maintenance requirements (confirm) and develop a prioritised response process and scheduling of maintenance needs. Also develop proactive inspections and schedule maintenance requirements on a routine basis. Advise all department managers of the process and system to log building maintenance requirements.	Improved Communication and procedure.	Efficient property maintenance.	30-Jun-12			Medium	
Facilitate move of Cemeteries to Property/Revenue Branch.	DB	Revise and document processes for cemeteries administration. Advise customer services on process as well as relevant external stakeholders.	Process understood by internal and external stakeholders.	Efficient service with no disruption to Customers.	30-Jul-12			Medium	
Define and implement an effective plant FBT Process.	DB	Revise and document processes for FBT administration and advise the infrastructure department on processes.	Process understood by internal stakeholders.	Efficient service with no disruption to services.	30-Jul-12			Medium	

City of Greater Shepparton Transition Management									
Issue	Resp	Action	Measure	Outcome	Due Date Project Plan	Due Date Project Start	Due Date Project Completion	Degree Difficulty	
Investigate the implementation of a coordinated branch/centralised Vehicle booking system.	DB	Develop an electronic corporate booking system for vehicles in consultation with the IT department. Implement system in each department .	Booking system implemented. Ease and efficiency of use.	Improved vehicle management.	30-Jun-12			Medium	
Facilitate options paper for separation/or not of the plant and fleet functions with fleet possibly transferred to corporate services.	DB	Develop an options paper for executive consideration detailing the benefits and disbenefits of combining fleet and plant management from the ownership (acquisition and disposal),funding, maintenance and operational perspectives.	Development of the options paper for presentation at Executive, implementation of adopted recommendations. Improved management including funding, utilisation and access for operations.	Efficient vehicle management.	30-Jun-12			Medium	
Provide training in CONFIRM for permanent staff and broader application – e.g. Customer Service.	DB	Undertake a skills analysis with respect to CONFIRM in the finance and assets departments and develop specific training program for this software.	Development of and implementation of the training program. Improved CONFIRM usage and knowledge.	Improved asset management.	30-Jul-12			High	
Introduce a project implementation process for all software implementation .	DB	Cross functional team to develop project implementation project template and as a method to implement all future software into the organisation.	Development of the template. Improved efficiency in software implementation.	Lees downtime due to rework and replication of software.	30-Sep-12			High	
<b>Success and Sustainability</b>									
<b>Strategic</b>									
Review the Corporate Style Guide together with a branding strategy.	DO	Review and make recommendations to Executive with respect to changes to improve branding and presentation of the municipality. Ensure all current stakeholders who utilise the CSG are engaged in this process. Develop a revised corporate style guide for approval of the	Implementation of adopted recommendations. Conformance to the Corporate Style Guide.	Improved branding and recognition. Revised Corporate Style Guide.	30-Aug-12			High	



City of Greater Shepparton									
Transition Management									
Issue	Resp	Action	Measure	Outcome	Due Date Project Plan	Due Date Project Start	Due Date Project Completion	Degree Difficulty	
		EXECUTIVE.							
Develop and implement an Arts strategy .	DC	Review all strategic work available with respect to Arts and develop a cross functional team within the Cultural Liveability department and engage other internal/external stakeholders to develop an Arts Strategy.	Strategy to also reflect greater liaison and cross utilisation of other cultural facilities. Presentation of the Arts strategy to Council.	Arts Strategy promoting the Gallery and arts in the community.	30-Sep-12				High
<b>Tactical</b>									
Review the Council's corporate role in tourism and transfer to Cultural Liveability department in the Community directorate.	DC	Develop Business Plan/Tourism strategy that addresses Council Plan requirements and defines the roles, responsibilities between Regional Tourism, Council and the new areas (SAM, Eastbank and Performing Arts) at Council. Report to Council	Report presented to Council and implementation of agreed recommendations. Clarity of Council's role and required investment.	Improved clarity.	30-Aug-12				High

City of Greater Shepparton									
Transition Management									
Issue	Resp	Action	Measure	Outcome	Due Date Project Plan	Due Date Project Start	Due Date Project Completion	Degree Difficulty	
Ensure that Council's Child care staff to have input to service standards in Council's recreation facilities.	DC	Child care staff to review/manage all off site child care facilities and develop an inspection/audit and advice role for the organisation..	Recommendations for any required improvements.	Improved child safety.	30-Jun-12			Low	
<b>Operational</b>									
Review communication and roles in community development.	DC	Review and if required recommend improvements to the councils community development and community planning roles ,relationships and responsibilities need to be clearly defined and communicated across the organisation. Report to council with these recommendations.	Review and report completed. Report to council provided. Improved utilisation and understanding of roles.	Improved community development.	30-Jul-12			Medium	
Examine the role Environmental management in Council's operations.	DS	Review and report to executive on councils role in environmental management while referring to the Council Plan and branch plans. Collate all of Council's environmental issues. Develop a Business Plan for the environmental issues and develop a cross functional team to gather all perspectives.	Approved Business Plan by the executive. Business case for environmental management in the municipality.	Improved environmental management.	30-Aug-12			Medium	

**Table Legend:**

<b>DB</b>	<b>Director Business</b>
<b>DI</b>	<b>Director Infrastructure</b>
<b>DS</b>	<b>Director Sustainability</b>
<b>DC</b>	<b>Director Community</b>
<b>DO</b>	<b>Director Organisation</b>
<b>ALL</b>	<b>Executive Management Team</b>

Delegations and Authorisations

***S6. Instrument of Delegation – Members of Staff (Planning)***

**Greater Shepparton City Council**

**Instrument of Delegation**

**to**

**Members of Council Staff**

## Instrument of Delegation

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

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

2. records that a reference in the Schedule to:

“DSD” means Director Sustainable Development

“MP” means Manager Planning

“SP” means Team Leader Statutory Planning

“STP” means Team Leader Strategic Planning

“DV” means Team Leader Development

“PSP” means Principal Strategic Planner – Major Projects

“PSTP” means Principal Statutory Planner

“SSP” means Senior Statutory Planner

“SSTP” means Senior Strategic Planner – Major Projects

“TP” means Statutory Planners and Planning Assistant

“STRP” means Strategic Planners

“DVE” means Development Engineers

“DHP” means Development Hearings Panel which consists of Director Sustainable Development, Manager Planning, Team Leader Statutory Planning, Team Leader Strategic Planning, and Team Leader Development

3. declares that:

3.1 this Instrument of Delegation is authorised by a **resolution** of Council passed on March 2012; and

3.2 the delegation:

3.2.1 comes into force immediately the common seal of Council is affixed to this Instrument of Delegation;

3.2.2 remains in force until varied or revoked;

3.2.3 is subject to any conditions and limitations set out in sub-paragraph 3.3, and the Schedule; and

3.2.4 must be exercised in accordance with any guidelines or policies which Council from time to time adopts; and





## SCHEDULE





<b>PLANNING AND ENVIRONMENT ACT 1987</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.4B	power to prepare an amendment to the Victoria Planning Provisions	DSD, MP, STP, SSTP, PSP	if authorised by the Minister
s.4G	function of receiving prescribed documents and a copy of the Victoria Planning Provisions from the Minister	DSD, MP, STP, SSTP, PSP, STRP	
s.4H	duty to make amendment to Victoria Planning Provisions available	DSD, MP,STP, SSTP, PSP, STRP	
s.4I	duty to keep Victoria Planning Provisions and other documents available	DSD, MP,STP, SSTP, PSP, STRP	
s. 8A(3)	power to apply to Minister to prepare an amendment to the planning scheme	DSD, MP, STP, PSP	
s.11(3)(b)	duty to submit amendment to planning scheme to Minister for approval if the Minister withdraws authorisation	DSD, MP, STP, PSP	
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	DSD, MP,STP, SSTP, PSP, STRP	

<b>PLANNING AND ENVIRONMENT ACT 1987</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 12A (1)	duty to prepare a municipal strategic statement (including power to prepare a municipal strategic statement under section 19 of the <i>Planning and Environment (Planning Schemes) Act 1996</i> )	DSD, MP,STP, SSTP, PSP, STRP	
s.12B(1)	duty to review planning scheme	DSD, MP,STP, SSTP, PSP, STRP	
s.12B(2)	duty to review planning scheme at direction of Minister	DSD, MP,STP, SSTP, PSP, STRP	
s.12B(5)	duty to report findings of review of planning scheme to Minister without delay	DSD, MP,STP, PSP,	
s.14	duties of a Responsible Authority as set out in subsections (a) to (d)	DSD, MP,STP, SSTP, PSP, STRP	
s.17(1)	duty of giving copy amendment to the planning scheme	DSD, MP,STP, SSTP, PSP, STRP	
s.17(2)	duty of giving copy s.173 agreement	DSD, MP,STP, SSTP, PSP, STRP	
s.18	duty to make amendment etc. available	DSD, MP,STP, SSTP, PSP,	

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		STRP	
s.19	power to give notice, to decide not to give notice, to publish notice of amendment to a planning scheme and to exercise any other power under section 19 to a planning scheme	DSD, MP,STP, SSTP, PSP, STRP	
s.20(1)	power to apply to Minister for exemption from the requirements of section 19	DSD, MP,STP, PSP	
s.21(2)	duty to make submissions available	DSD, MP,STP, SSTP, PSP, STRP	
s.21A(4)	duty to publish notice in accordance with section	DSD, MP,STP, SSTP, PSP, STRP	
s.22	duty to consider all submissions	DSD, MP,STP, SSTP, PSP, STRP	
s.23(2)	power to refer submissions to a panel	DSD, MP,STP, PSP	
s.24	function to represent council and present a submission at a panel hearing (including a hearing referred to in section 96D)	DSD, MP,STP, SSTP, PSP, STRP	
s.26(1)	power to make report available for inspection	DSD, MP,STP, SSTP, PSP, STRP	

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s.26(2)	duty to keep report of panel available for inspection	DSD, MP,STP, SSTP, PSP, STRP	
s.27(2)	power to apply for exemption if panel's report not received	DSD, MP,STP, PSP	
s.28	duty to notify the Minister if abandoning an amendment	Not Delegated	Note: the power to make a decision to abandon an amendment cannot be delegated
s.30(4)(a)	duty to say if amendment has lapsed	DSD, MP,STP, PSP	
s.30(4)(b)	duty to provide information in writing upon request	DSD, MP,STP, PSP	
s.31	duty to submit adopted amendment to Minister and, if applicable, details under section 19(1B)	DSD, MP,STP, PSP	
s.32(2)	duty to give more notice if required	DSD, MP,STP, SSTP, PSP, STRP	
s.33(1)	duty to give more notice of changes to an amendment	DSD, MP,STP, SSTP, PSP, STRP	
s.35A(2)	duty to not approve an amendment under section 35B unless the amendment has been certified by the Secretary	DSD, MP,STP, PSP,	
s.35B(1)	power to approve amendment in form certified under section	DSD, MP,STP,	

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	35A	PSP	
s.35B(2)	duty to give to Minister notice of approval, copy of approved amendment and other documents	DSD, MP,STP, SSTP, PSP, STRP	
s.36(2)	duty to give notice of approval of amendment	DSD, MP,STP, SSTP, PSP, STRP	
s.38(5)	duty to give notice of revocation of an amendment	DSD, MP,STP, SSTP, PSP, STRP	
s.39	function of being a party to a proceeding commenced under section 39 and duty to comply with determination by VCAT	DSD, MP,STP, SSTP, PSP, STRP	
s.40(1)	function of lodging copy of approved amendment	DSD, MP,STP, SSTP, PSP, STRP	
s.40(1A)	duty to lodge prescribed documents and copy of approved amendment with the relevant authorities	DSD, MP,STP, SSTP, PSP, STRP	
s.41	duty to make approved amendment available	DSD, MP,STP, SSTP, PSP, STRP	
s.42	duty to make copy of planning scheme available	DSD, MP,STP,	

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		SSTP, PSP, STRP	
s.46N(1)	duty to include condition in permit regarding payment of development infrastructure levy	DSD, MP, SP, PSTP, SSP, TP	
s.46N(2)(c)	function of determining time and manner for receipt of development contributions levy	DSD, MP, SP, PSTP, SSP, TP, DV, DVE	
s.46N(2)(d)	power to enter into an agreement with the applicant regarding payment of development infrastructure levy	DSD, MP, SP, PSTP, SSP, STP, DV	
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	DSD, MP, SP, PSTP, SSP, STP, DV	
s.46O(1)(d) & (2)(d)	power to enter into agreement with the applicant regarding payment of community infrastructure levy	DSD, MP, SP, PSTP, SSP, STP, DV	
s.46P(1)	power to require payment of amount of levy under section 46N or section 46O to be satisfactorily secured	DSD, MP, SP, PSTP, SSP, STP, DV, TP	
s.46P(2)	power to accept provision of land, works, services or facilities in part or full payment of levy payable	DSD, MP, SP, PSTP, SSP, STP, DV	
s.46Q(1)	duty to keep proper accounts of levies paid	DSD, MP, SP,	



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	documents lodged with it available	STRP	
s.46Y	duty to carry out works in conformity with the approved strategy plan	DSD, MP, STP, PSP, SSTP, STRP	
s.47	power to decide that an application for a planning permit does not comply with that Act	DSD, MP, SP, PSTP, SSP, TP	
s.49(1)	duty to keep a register of all applications for permits and determinations relating to permits	DSD, MP, SP, PSTP, SSP, TP	
s.49(2)	duty to make register available for inspection	DSD, MP, SP, PSTP, SSP, TP	
s.50(4)	duty to amend application	DSD, MP, SP, PSTP, SSP, TP	
s.50(5)	power to refuse to amend application	Development Hearing Panel Section 86 Committees	Refer to Development Hearings Panel
s.50(6)	duty to make note of amendment to application in register	DSD, MP, SP, PSTP, SSP, TP	
s.50A(1)	power to make amendment to application	DSD, MP, SP, PSTP, SSP, TP	
s.50A(3)	power to require applicant to notify owner and make a declaration that notice has been given	DSD, MP, SP, PSTP, SSP, TP	



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s.50A(4)	duty to note amendment to application in register	DSD, MP, SP, PSTP, SSP, TP	
s.51	duty to make copy of application available for inspection	DSD, MP, SP, PSTP, SSP, TP	
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	DSD, MP, SP, PSTP, SSP, TP	
s.52(1)(b)	duty to give notice of the application to other municipal councils where appropriate	DSD, MP, SP, PSTP, SSP, TP	
s.52(1)(c)	duty to give notice of the application to all persons required by the planning scheme	DSD, MP, SP, PSTP, SSP, TP	
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	DSD, MP, SP, PSTP, SSP, TP	
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	DSD, MP, SP, PSTP, SSP, TP	
s.52(1)(d)	duty to give notice of the application to other persons who may be detrimentally effected	DSD, MP, SP, PSTP, SSP, TP	
s.52(1AA)	duty to give notice of an application to remove or vary a	DSD, MP, SP,	



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s.55(1)	duty to give copy application to every referral authority specified in the planning scheme	DSD, MP, SP, PSTP, SSP, TP	
s.57(2A)	power to reject objections considered made primarily for commercial advantage for the objector	DSD, MP, SP, PSTP	
s.57(3)	function of receiving name and address of persons to whom notice of decision is to go	DSD, MP, SP, PSTP, SSP, TP	
s.57(5)	duty to make available for inspection copy of all objections	DSD, MP, SP, PSTP, SSP, TP	
s.57A(4)	duty to amend application in accordance with applicant's request, subject to section 57A(5)	DSD, MP, SP, PSTP, SSP, TP	
s.57A(5)	power to refuse to amend application	Development Hearing Panel Section 86 Committees	Refer to Development Hearing Panel
s.57A(6)	duty to note amendments to application in register	DSD, MP, SP, PSTP, SSP, TP	
s.57B(1)	duty to determine whether and to whom notice should be given	DSD, MP, SP, PSTP, SSP, TP	
s.57B(2)	duty to consider certain matters in determining whether notice should be given	DSD, MP, SP, PSTP, SSP, TP	
s.57C(1)	duty to give copy of amended application to referral authority	DSD, MP, SP,	

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		PSTP, SSP, TP	
s.58	duty to consider every application for a permit except for a development assessment committee application	DSD, MP, SP, PSTP, SSP, TP	
s.60	duty to consider certain matters	DSD, MP, SP, PSTP, SSP, TP	
s60(1A)	power to consider certain matters before deciding on application	DSD, MP, SP, PSTP, SSP, TP	
s.61(1)(a)	power to decide to grant a permit	DSD, MP, SP, PSTP	the permit must not be inconsistent with a cultural heritage management plan under the <i>Aboriginal Heritage Act 2006</i>
s.61(1)(b)	power to decide to grant a permit with conditions	DSD, MP, SP, PSTP	the permit must not be inconsistent with a cultural heritage management plan under the <i>Aboriginal Heritage Act 2006</i>
s.61(1)(c)	power to refuse the permit	Development Hearing Panel Section 86 Committees	Refer to Development Hearing Panel
s.61(2)	duty to decide to refuse to grant a permit if referral authority objects to grant of permit	Development Hearing Panel Section 86 Committees	Refer to Development Hearing Panel
s.61(3)(a)	duty not to decide to grant a permit to use coastal Crown land without Minister's consent	DSD, MP, SP, PSTP	

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s.61(3)(b)	duty to refuse to grant the permit without the Minister's consent	Development Hearing Panel Section 86 Committees	Refer to Development Hearing Panel
s.61(4)	duty to refuse to grant the permit if grant would authorise a breach of a registered restrictive covenant	Development Hearing Panel Section 86 Committees	Refer to Development Hearing Panel
s.62(1)	duty to include certain conditions in deciding to grant a permit	DSD, MP, SP, PSTP, SSP, TP	
s.62(2)	power to include other conditions	DSD, MP, SPPSTP, SSP, TP	
s.62(4)	duty to ensure conditions are consistent with paragraphs (a),(b) and (c)	DSD, MP, SP, PSTP, SSP, TP	
s.62(5)(a)	power to include a permit condition to implement an approved development contributions plan	DSD, MP, SP, PSTP, SSP, TP	
s.62(5)(b)	power to include a permit condition that specified works be provided on or to the land or paid for in accordance with section 173 agreement	DSD, MP, SP, PSTP, SSP, TP, DV	
s.62(5)(c)	power to include a permit condition that specified works be provided or paid for by the applicant	DSD, MP, SP, PSTP, SSP, TP, DV	

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s.62(6)(a)	duty not to include a permit condition requiring a person to pay an amount for or provide works except in accordance with section 62(5) or section 46N	DSD, MP, SP, PSTP, SSP, TP, DV	
s.62(6)(b)	duty not to include a permit condition requiring a person to pay an amount for or provide works except a condition that a planning scheme requires to be included as referred to in section 62(1)(a)	DSD, MP, SP, PSTP, SSP, TP, DV	
s.63	duty to issue the permit where made a decision in favour of the application (if no one has objected)	DSD, MP, SP, PSTP	
s.64(1)	duty to give notice of decision to grant a permit to applicant and objectors	DSD, MP, SP, PSTP, SSP, TP	
s.64(3)	duty not to issue a permit until after the specified period	DSD, MP, SP, PSTP, SSP, TP	
s.64(5)	duty to give each objector a copy of an exempt decision	DSD, MP, SP, PSTP, SSP, TP	
s.65(1)	duty to give notice of refusal to grant permit to applicant and objector	DSD, MP, SP, PSTP, SSP, TP	
s.66	duty to give notice under section 64 or section 65 and copy permit to referral authorities	DSD, MP, SP, PSTP, SSP, TP	
s.69(1)	function of receiving application for extension of time of permit	DSD, MP, SP, PSTP, SSP, TP	

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s.69(2)	power to extend time	DSD, MP, SP, PSTP, SSP, TP	
s.70	duty to make copy permit available for inspection	DSD, MP, SP, PSTP, SSP, TP	
s.71(1)	power to correct certain mistakes	DSD, MP, SP, PSTP	
s.71(2)	duty to note corrections in register	DSD, MP, SP, PSTP, SSP, TP	
s.73	power to decide to grant amendment subject to conditions	DSD, MP, SP, PSTP	
s.74	duty to issue amended permit to applicant if no objectors	DSD, MP, SP, PSTP	
s.76	duty to give applicant and objectors notice of decision to refuse to grant amendment to permit	DSD, MP, SP, PSTP, SSP, TP	
s.76A	duty to give referral authorities copy of amended permit and copy of notice	DSD, MP, SP, PSTP, SSP, TP	
s.76D	duty to comply with direction of Minister to issue amended permit	DSD, MP, SP, PSTP, SSP, TP	
s.83	function of being respondent to an appeal	DSD, MP, SP, PSTP, SSP, TP	

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s.83B	duty to give or publish notice of application for review	DSD, MP, SP, PSTP, SSP, TP	
s.84(1)	power to decide on an application at any time after an appeal is lodged against failure to grant a permit	DSD, MP, SP, PSTP	
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	DSD, MP, SP, PSTP, SSP, TP	
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	DSD, MP, SP, PSTP, SSP, TP	
s.84(6)	duty to issue permit on receipt of advice within 3 working days	DSD, MP, SP, PSTP	
s.86	duty to issue a permit at order of Tribunal within 3 working days	DSD, MP, SP, PSTP	
s.87(3)	power to apply to VCAT for the cancellation or amendment of a permit	DSD, MP, SP, PSTP	
s.90(1)	function of being heard at hearing of request for cancellation or amendment of a permit	DSD, MP, SP, PSTP, SSP, TP	
s.91(2)	duty to comply with the directions of VCAT	DSD, MP, SP, PSTP, SSP, TP	
s.91(2A)	Duty to issue amended permit to owner if Tribunal so directs	DSD, MP, SP, PSTP	



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s.92	duty to give notice of cancellation/amendment of permit by VCAT to persons entitled to be heard under section 90	DSD, MP, SP, PSTP, SSP, TP	
s.93(2)	duty to give notice of VCAT order to stop development	DSD, MP, SP, PSTP, SSP, TP	
s.95(3)	function of referring certain applications to the Minister	DSD, MP, SP, PSTP	
s.95(4)	duty to comply with an order or direction	DSD, MP, SP, PSTP	
s.96(1)	duty to obtain a permit from the Minister to use and develop its land	DSD, MP, SP, PSTP	
s.96(2)	function of giving consent to other persons to apply to the Minister for a permit to use and develop Council land	DSD, MP, SP, PSTP	
s.96A(2)	power to agree to consider an application for permit concurrently with preparation of proposed amendment	DSD, MP, SP, PSTP, STP	
s.96C	power to give notice, to decide not to give notice, to publish notice and to exercise any other power under section 96C	DSD, MP, SP, STP, PSTP, PSP, SSTP, STRP	
s.96F	duty to consider the panel's report under section 96E	DSD, MP, STP, PSP, SSTP, STRP	

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s.96G(1)	power to determine to recommend that a permit be granted or to refuse to recommend that a permit be granted and power to notify applicant of the determination (including power to give notice under section 23 of the <i>Planning and Environment (Planning Schemes) Act 1996</i> )	Development Hearing Panel Section 86 Committees	Refer to Development Hearing Panel
s.96H(3)	power to give notice in compliance with Minister's direction	DSD, MP, STP, SP, PSTP, PSP	
s.96J	power to issue permit as directed by the Minister	DSD, MP, STP, SP, PSTP, PSP	
s.96K	duty to comply with direction of the Minister to give notice of refusal	DSD, MP, STP, SP, PSTP, PSP	
s.97C	power to request Minister to decide the application	DSD, MP, STP, SP, PSTP, PSP	
s.97D(1)	duty to comply with directions of Minister to supply any document or assistance relating to application	DSD, MP, STP, SP, PSTP, PSP	
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	DSD, MP, STP, SP, PSTP, PSP	
s.97G(6)	duty to make a copy of permits issued under section 97F available for inspection	DSD, MP, STP, SP, PSTP, PSP	
s.97L	duty to include Ministerial decisions in a register kept under section 49	DSD, MP, SP, STP, PSP, PSTP, SSP,	

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		SSTP, TP, STRP	
s.97MCA(2)	function of consulting with advisory committee regarding the areas for which the Development Assessment Committee is to be established	DSD, MP, STP, PSP, SSTP, STRP	
s.97MG	duty to provide documents and information to development assessment committee	DSD, MP, STP, PSP, SSTP, STRP	
s.97MH	duty to provide assistance to the development assessment committee	DSD, MP, STP, PSP, SSTP, STRP	
s.97MJ(2)	duty to ensure that the register of applications specifies whether the development assessment committee has made the decision	DSD, MP, STP, PSP, SSTP, STRP	
s.97MK	function of nominating member of the development assessment committee	DSD, MP, STP, PSP, SSTP, STRP	
s.97ML(4)	power to nominate alternate members of the development assessment committee	DSD, MP, STP, PSP, SSTP, STRP	
s.97O	duty to consider application and issue or refuse to issue certificate of compliance	DSD, MP, SP, DV, PSTP, SSP	
s.97P(3)	duty to comply with directions of VCAT following an application for review of a failure or refusal to issue a	DSD, MP, SP, DV, PSTP, SSP,	

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	certificate	TP	
s.97Q(2)	function of being heard by VCAT at hearing of request for amendment or cancellation of certificate	DSD, MP, SP, DV, PSTP, SSP, TP	
s.97Q(4)	duty to comply with directions of VCAT	DSD, MP, SP, DV, PSTP, SSP, TP	
s.97R	duty to keep register of all applications for certificate of compliance and related decisions	DSD, MP, SP, DV, PSTP, SSP, TP	
s.98(1)&(2)	function of receiving claim for compensation in certain circumstances	DSD, MP, SP, PSTP	
s.98(4)	duty to inform any person of the name of the person from whom compensation can be claimed	DSD, MP, SP, PSTP	
s.101	function of receiving claim for expenses in conjunction with claim	DSD, MP, SP, PSTP	
s.103	power to reject a claim for compensation in certain circumstances	DSD, MP, SP, PSTP	
s.107(1)	function of receiving claim for compensation	DSD, MP, SP, PSTP	
s.107(3)	power to agree to extend time for making claim	DSD, MP, SP, PSTP	

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s.114(1)	power to apply to the VCAT for an enforcement order	DSD, MP, SP, PSTP, SSP	
s.117(1)(a)	function of making a submission to the VCAT where objections are received	DSD, MP, SP, PSTP, SSP, TP	
s.120(1)	power to apply for an interim enforcement order where section 114 application has been made	DSD, MP, SP, PSTP, SSP	
s.123(1)	power to carry out work required by enforcement order and recover costs	DSD, MP, SP, PSTP, SSP	
s.123(2)	power to sell buildings, materials, etc salvaged in carrying out work under section 123(1)	DSD, MP	except Crown Land
s.125	power to apply for an injunction restraining a person from contravening an enforcement order or interim enforcement order	DSD, MP, SP, PSTP	
s.129	function of recovering penalties	DSD, MP, SP, PSTP	
s.130(5)	power to allow person served with an infringement notice further time	DSD, MP, SP, PSTP	
s.149A(1)	power to refer a matter to the VCAT for determination	DSD, MP, SP, PSTP	
s.156	duty to pay fees and allowances (including a payment to the Crown under subsection (2A)), and payment or reimbursement for reasonable costs and expenses incurred by the panel in carrying out its functions unless the Minister	DSD, MP, STP, PSP	where council is the relevant planning authority

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<b>PROVISION</b>	<b>THING DELEGATED</b>	<b>DELEGATE</b>	<b>CONDITIONS &amp; LIMITATIONS</b>
	directs otherwise under subsection (2B) power to ask for contribution under subsection (3) and power to abandon amendment or part of it under subsection (4)		
s.171(2)(f)	power to carry out studies and commission reports	DSD, MP, STP, PSP	
s.171(2)(g)	power to grant and reserve easements	DSD, MP, SP, PSTP	
s.173	power to enter into agreement covering matters set out in section 174	DSD, MP, SP, PSTP, DV	
---	power to decide whether something is to the satisfaction of Council, where an agreement made under section 173 of the <i>Planning and Environment Act 1987</i> requires something to be to the satisfaction of Council or Responsible Authority	DSD, MP, SP, PSTP, DV, STP, PSP, SSP, SSTP	
---	power to give consent on behalf of Council, where an agreement made under section 173 of the <i>Planning and Environment Act 1987</i> requires that something may not be done without the consent of Council or Responsible Authority	DSD, MP, SP, PSTP, DV, STP, PSP, SSP, SSTP	
s.177(2)	power to end a section 173 agreement with approval of the Minister or the consent of all those bound by any covenant in the agreement	DSD, MP, SP, PSTP, DV, STP, PSP, SSP, SSTP	
s.178	power to amend a s.173 agreement	DSD, MP, SP, PSTP, DV, STP, PSP, SSP, SSTP	
s.179(1)	duty to lodge agreement with Minister	DSD, MP, SP, PSTP, DV, STP, PSP, SSP, SSTP	

<b>PLANNING AND ENVIRONMENT ACT 1987</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.179(2)	duty to make available for inspection copy agreement	DSD, MP, SP, PSTP, DV, STP, PSP, SSP, SSTP, TP	
s.181	power to apply to the Registrar of Titles for registration of the agreement and to deliver a memorial to Registrar-General	DSD, MP, SP, PSTP, DV, STP, PSP, SSP, SSTP, TP	
s.182	power to enforce an agreement	DSD, MP, SP, PSTP, DV, STP, PSP, SSP, SSTP, TP	
s.183	duty to tell Registrar of Titles of ending/amendment of agreement	DSD, MP, SP, PSTP, DV, STP, PSP, SSP, SSTP, TP	
s.198(1)	function to receive application for planning certificate	DSD, MP, SP, PSTP, DV, STP, PSP, SSP, SSTP, TP	
s.199(1)	duty to give planning certificate to applicant	DSD, MP, SP, PSTP, DV, STP, PSP, SSP, SSTP, TP	
s.201(1)	function of receiving application for declaration of underlying zoning	DSD, MP, SP, PSTP, DV, STP, PSP, SSP, SSTP, TP	
s.201(3)	duty to make declaration	DSD, MP, SP, PSTP	
-	power to decide, in relation to any planning scheme or permit,	DSD, MP, SP, STP, PSP,	

<b>PLANNING AND ENVIRONMENT ACT 1987</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>
	that a specified thing has or has not been done to the satisfaction of Council	PSTP, SSP, SSTP, TP, STRP, DV	
	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	DSD, MP, SP, STP, DV, PSTP, PSP	
	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	DSD, MP, SP, STP, DV, PSTP, PSP	
-	power to give written authorisation in accordance with a provision of a planning scheme	DSD, MP, SP, STP, DV, PSTP, PSP	
s.201UAB(1)	function of providing the Growth Areas Authority with information relating to any land within municipal district	DSD, MP, SP, STP, DV, PSTP, PSP	
s.201UAB(2)	duty to provide the Growth Areas Authority with information requested under subsection (1) as soon as possible	DSD, MP, SP, STP, DV, PSTP, PSP	



<b>PLANNING AND ENVIRONMENT ACT 1987 (Greater Shepparton Planning Scheme, Planning Permits &amp; Agreements: not in Maddocks Template)</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 13 Planning scheme provision	power to determine that a specified document required under the Planning Scheme (eg. a development plan required under the Development Plan Overlay) is to the satisfaction of the Council in its capacity as the responsible authority	DSD, MP, SP, PSTP, DHP	Must be in accordance with the <i>Planning and Environment Act 1987</i> , the Greater Shepparton Planning Scheme and any relevant adopted Council policy.
s 13 Planning scheme provision	power to determine that a planning permit application is generally in accordance with a specified document prepared and approved pursuant to the Planning Scheme (eg. a planning permit application made following the approval of a development plan prepared pursuant to the Development Plan Overlay)	DSD, MP, SP, PSTP, DHP	Must be in accordance with the <i>Planning and Environment Act 1987</i> , the Greater Shepparton Planning Scheme and any relevant adopted Council policy.
s 13 Planning scheme provision	any other discretion vested in the Council under the Planning Scheme, including whether a document or plan is to the satisfaction of the Council in its capacity as the responsible authority (including engineering plans)	DSD, MP, SP, PSTP, DHP, DV, DVE, SSP	Must be in accordance with the <i>Planning and Environment Act 1987</i> , the Greater Shepparton Planning Scheme and any relevant adopted Council policy.
s 13 Condition in planning permit	power vested in Council under a planning permit to provide secondary consent under a planning permit condition to approve a document or plan or allow modifications to an endorsed document or plan	DSD, MP, SP, PSTP, DHP, DV, DVE, SSP	Must be in accordance with the <i>Planning and Environment Act 1987</i> , the Greater Shepparton Planning Scheme and any relevant adopted Council policy.



<b>PLANNING AND ENVIRONMENT REGULATIONS 2005</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 AND LIMITATIONS</b>
r.6	duty of responsible authority to provide copy of matter considered under section 60(1A)(g) for inspection free of charge	DSD, MP, SP, STP, DV, SSP, PSTP, PSP, SSTP, TP, STRP	
r.7	duty of responsible authority to provide copy information or report requested by Minister	DSD, MP, SP, STP, DV, SSP, PSTP, PSP, SSTP, TP, STRP	
r.22	power of responsible authority to require verification of information (by statutory declaration or other written confirmation satisfactory to the responsible authority) in application for permit or to amend a permit or any information provided under section 54 of the Act	DSD, MP, SP, STP, DV, SSP, PSTP, PSP, SSTP, TP, STRP	
r.55	duty of responsible authority to tell Registrar of Titles under r 183 of the Act of the cancellation or amendment of an agreement	DSD, MP, SP, STP, DV, SSP, PSTP, PSP, SSTP, TP, STRP	



Delegations and Authorisations

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

**Greater Shepparton City Council**

**Instrument of Delegation**

**to**

**Members of Council Staff  
(Non Planning)**

## Instrument of Delegation

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

1. delegates each duty and/or function and/or power described in column 1 of the Schedule (and summarised in column 2 of the Schedule) to the member of Council staff holding, acting in or performing the duties of the office or position described opposite each such duty and/or function and/or power in column 3 of the Schedule;
2. records that a reference in the Schedule to:
  - “DI” means Director Infrastructure
  - “DSD” means Director Sustainable Development
  - “DB” means Director Business
  - “DC” means Director Community
  - “DO” means Director Organisation
  - “MSE” means Manager Sustainability and Environment
  - “EHO” means Environmental Health Officer
  - “MPI” means Manger Planning
  - “CEO” means Chief Executive Officer
  - “MA” means Manager Assets
  - “TLAMg” means Team Leader Asset Management
  - “COP” means Co-Ordinator Programs
  - “TLEH” means Team Leader Environmental Health
  - “MPj” means Manager Projects
  - “MPr” means Manager Parks
  - “MR” means Manager Roads
  - “MFB” means Manager Fleet & Buildings
  - “MPP” means Manager Property & Procurement

3. declares that:
    - 3.1 this Instrument of Delegation is authorised by a resolution of Council passed on 17 July 2012 and
    - 3.2 the delegation:
      - 3.2.1 comes into force immediately the common seal of Council is affixed to this Instrument of Delegation;
      - 3.2.2 remains in force until varied or revoked;
      - 3.2.3 is subject to any conditions and limitations set out in sub-paragraph 3.3, and the Schedule; and
      - 3.2.4 must be exercised in accordance with any guidelines or policies which Council from time to time adopts.
    - 3.3 the delegate must not determine the issue, take the action or do the act or thing:
      - 3.3.1 if the issue, action, act or thing is an issue, action or thing which Council has previously designated as an issue, action, act or thing which must be the subject of a Resolution of Council; or
      - 3.3.2 if the determining of the issue, taking of the action or doing of the act or thing would or would be likely to involve a decision which is inconsistent with a
        - a) policy; or
        - b) strategy
- adopted by Council; or
- 3.3.3 if the determining of the issue, the taking of the action or the doing of the act or thing cannot be the subject of a lawful delegation, whether on account of section 98(1)(a)-(f) (inclusive) of the Act or otherwise; or
  - 3.3.4 the determining of the issue, the taking of the action or the doing of the act or thing is already the subject of an exclusive delegation to another member of Council staff.

The COMMON SEAL of the GREATER )  
SHEPPARTON CITY COUNCIL was affixed )  
on the .....day of .....2012 )  
in the presence of the Chief Executive Officer )  
being a delegated officer pursuant to Local )  
Law No. 2 of the Council. )

.....  
**CHIEF EXECUTIVE OFFICER**  
**Gavin Robert Cator**



# SCHEDULE

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**CEMETERIES AND CREMATORIA ACT 2003**

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

Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s.8(1)(a)(ii)	power to manage one or more public cemeteries	DB MPP	<ul style="list-style-type: none"> <li>where appointed to manage cemetery by Governor in Council</li> <li>where the Senior Business and Property Officer is the Trust Secretary</li> </ul>
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	DB MPP	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	DB MPP	where council is a Class B cemetery trust
s.12A(1)	function to do the activities set out in paragraphs (a) – (n)	Not Delegated	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	Not Delegated	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	DB MPP	

<b>CEMETERIES AND CREMATORIA ACT 2003</b>			
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<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.14	power to manage multiple public cemeteries as if they are one cemetery	Not Delegated	
s.15(1) and (2)	power to delegate powers or functions other than those listed	DB MPP	
s.15(4)	duty to keep records of delegations	DO	
s.17(1)	power to employ any persons necessary	DB MPP	
s.17(2)	power to engage any professional, technical or other assistance considered necessary	DB MPP	
s. 17(3)	power to determine the terms and conditions of employment or engagement	DB MPP	subject to the any guidelines or directions of the Secretary
s.18(3)	duty to comply with a direction from the Secretary	DB MPP	

<b>CEMETERIES AND CREMATORIA ACT 2003</b>			
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<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.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	Not Delegated	where council is a Class A cemetery trust
s.18C	power to determine the membership of the governance committee	Not Delegated	where council is a Class A cemetery trust
s.18D	power to determine procedure of governance committee	Not Delegated	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	Not Delegated	where council is a Class A cemetery trust
s.18D(1)(b)	power to appoint any additional community advisory committees	Not Delegated	where council is a Class A cemetery trust
s.18D(2)	duty to establish a community advisory committee under section 18D (1)(a) within 12 months of becoming a Class A cemetery trust.	Not Delegated	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 <i>Financial Management Act 1994</i>	Not Delegated	where council is a Class A cemetery trust

<b>CEMETERIES AND CREMATORIA ACT 2003</b>			
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<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.18F(2)	duty to give preference to a person who is not a funeral director or a stonemason (or a similar position) when appointing a person to a community advisory committee	Not Delegated	where council is a Class A cemetery trust
s.18H(1)	duty to hold an annual meeting before 30 December in each calendar year, in accordance with section	Not Delegated	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	Not Delegated	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 section 18J(2))	Not Delegated	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	Not Delegated	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)	Not Delegated	where council is a Class A cemetery trust
s.18N(3)	duty to give a copy of the proposed annual plan to	Not Delegated	where council is a Class A cemetery trust

<b>CEMETERIES AND CREMATORIA ACT 2003</b>			
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<b>PROVISION</b>	<b>THING DELEGATED</b>	<b>DELEGATE</b>	<b>CONDITIONS &amp; LIMITATIONS</b>
	the Secretary on or before 30 September each year for the Secretary's approval		
s.18N(5)	duty to make amendments as required by the Secretary and deliver the completed plan to the Secretary within 3 months	Not Delegated	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	Not Delegated	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	Not Delegated	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	Not Delegated	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	Not Delegated	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.	Not Delegated	where council is a Class A cemetery trust
s.19	power to carry out or permit the carrying out of works	DB MPP	

<b>CEMETERIES AND CREMATORIA ACT 2003</b>			
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<b>PROVISION</b>	<b>THING DELEGATED</b>	<b>DELEGATE</b>	<b>CONDITIONS &amp; LIMITATIONS</b>
s.20(1)	duty to set aside areas for the interment of human remains	DB MPP	
s.20(2)	power to set aside areas for the purposes of managing a public cemetery	DB MPP	
s.20(3)	power to set aside areas for those things in paragraphs (a) – (e)	DB MPP	
s.21(1)	power to establish and operate a crematorium in a public cemetery	Not Delegated	<ul style="list-style-type: none"> <li>▪ council must not establish or operate a crematorium set aside for particular religious or community groups.</li> </ul>
s.22	power to establish mausolea facilities	Not Delegated	<ul style="list-style-type: none"> <li>▪ subject to the prior written approval of the Secretary</li> </ul>
s.24(2)	power to apply to the Secretary for approval to alter the existing distribution of land	CEO	



<b>CEMETERIES AND CREMATORIA ACT 2003</b>			
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<b>PROVISION</b>	<b>THING DELEGATED</b>	<b>DELEGATE</b>	<b>CONDITIONS &amp; LIMITATIONS</b>
s.26(1)	power to make rules for or with respect to the general care, protection and management of a public cemetery	DB MPP	
s.36	power to grant licences to enter and use part of the land or building in a public cemetery in accordance with this section	DB MPP	<ul style="list-style-type: none"> <li>▪ subject to the approval of the Minister</li> </ul>
s.37	power to grant leases over land in a public cemetery in accordance with this section	DB MPP	<ul style="list-style-type: none"> <li>▪ subject to the Minister approving the purpose</li> </ul>
s.39(1)	power to fix fees and charges or a scale of fees and charges for its services in accordance with this section	DB MPP	subject to the approval of the Secretary under section 40 unless exempt under section 40A
s.39(3)	power to fix different fees and charges for different cases or classes of cases	DB MPP	
s.40	duty to notify Secretary of fees and charges fixed under section 39	DB MPP	
s.45	power to invest money	Not Delegated	<p>subject to any direction of the Minister</p> <p>This provision does not apply if the management of the public cemetery is a municipal council, not a cemetery trust. In</p>

<b>CEMETERIES AND CREMATORIA ACT 2003</b>			
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<b>PROVISION</b>	<b>THING DELEGATED</b>	<b>DELEGATE</b>	<b>CONDITIONS &amp; LIMITATIONS</b>
			this case, the borrowing & investment powers are governed by the Local Government Act 1989.
s.46	power to borrow money to enable it to perform its functions and exercise its powers	Not Delegated	subject to the approval and conditions of the Treasurer  This provision does not apply if the management of the public cemetery is a municipal council, not a cemetery trust. In this case, the borrowing & investment powers are governed by the Local Government Act 1989.
s.47	power to pay a contribution toward the cost of the construction and maintenance of any private street adjoining or abutting a cemetery	DB	provided the street was constructed pursuant to the Local Government Act 1989
s.57(1)	duty to submit a report to the Secretary every financial year in respect of powers and functions under the Act	DB MPP	applies only to municipal councils, not cemetery trusts  report must contain the particulars listed in s.57(2)
s.59	duty to keep records for each public cemetery	DB MPP	

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<b>PROVISION</b>	<b>THING DELEGATED</b>	<b>DELEGATE</b>	<b>CONDITIONS &amp; LIMITATIONS</b>
s.60(1)	duty to make information in records available to the public for historical or research purposes	DB MPP	
s.60(2)	power to charge fees for providing information	DB MPP	
s.64(4)	duty to comply with a direction from the Secretary under section 64(3)	DB MPP	
s.64B(d)	power to permit interments at a reopened cemetery	DB MPP	
s.66(1)	power to apply to the Minister for approval to convert the cemetery, or part of it, to a historic cemetery park	DB	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	DB	
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	DB MPP	
s.70(2)	duty to make plans of existing place of interment	DB MPP	

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<b>PROVISION</b>	<b>THING DELEGATED</b>	<b>DELEGATE</b>	<b>CONDITIONS &amp; LIMITATIONS</b>
	available to the public		
s.71(1)	power to remove any memorials or other structures in an area to which an approval to convert applies	DB	
s.71(2)	power to dispose of any memorial or other structure removed	DB MPP	
s.72(2)	duty to comply with request received under section 72	DB MPP	
s.73(1)	power to grant a right of interment	DB MPP	
s.73(2)	power to impose conditions on the right of interment	DB MPP	
s.75	power to grant the rights of interment set out in subsections (a) and (b)	DB MPP	
s.76(3)	duty to allocate a piece of interment if an unallocated right is granted	DB MPP	
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	DB MPP	

<b>CEMETERIES AND CREMATORIA ACT 2003</b>			
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<b>PROVISION</b>	<b>THING DELEGATED</b>	<b>DELEGATE</b>	<b>CONDITIONS &amp; LIMITATIONS</b>
s.80(1)	function of receiving notification and payment of transfer of right of interment	DB MPP	
s.80(2)	function of recording transfer of right of interment	DB MPP	
s.82(2)	duty to pay refund on the surrender of an unexercised right of interment	DB MPP	
s.83(2)	duty to pay refund on the surrender of an unexercised right of interment (sole holder)	DB MPP	
s.83(3)	power to remove any memorial and grant another right of interment for a surrendered right of interment	DB MPP	
s.84(1)	function of receiving notice of surrendering an entitlement to a right of interment	DB MPP	
s.85(1)	duty to notify holder of 25 year right of interment of expiration at least 12 months before expiry	DB MPP	the notice must be in writing and contain the requirements listed in s.85(2)
s.86	power to remove and dispose of cremated human remains and remove any memorial if no action taken by right holder within time specified	Not Delegated	

<b>CEMETERIES AND CREMATORIA ACT 2003</b>			
[##The provisions of this Act apply to Councils appointed as a cemetery trust under section 5 of this Act, and also apply to Councils appointed to manage a public cemetery under section 8(1)(a)(ii), as though it were a cemetery trust (see section 53)			
<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.87(3)	duty, if requested, to extend the right for a further 25 years or convert the right to a perpetual right of interment	DB	
s.88	function to receive applications to carry out a lift and re-position procedure at a place of interment	DB MPP	
s.89(1)	power to approve or refuse an application for a lift and re-position procedure in accordance with subsection (2) & (3)	DB	can only be delegated to members of a committee established under section 86 of the <i>Local Government Act 1989</i>
s.90	power to authorise a person without an exhumation licence to carry out a lift and re-position procedure as set out in section 90(1)(a)-(d)	DB	can only be delegated to members of a committee established under section 86 of the <i>Local Government Act 1989</i>
s.91(1)	power to cancel a right of interment in accordance with this section	DB MPP	
s.91(3)	duty to publish notice of intention to cancel right of interment	DB MPP	
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	DB MPP	

<b>CEMETERIES AND CREMATORIA ACT 2003</b>			
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<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.98(1)	function of receiving application to establish or alter a memorial or a place of interment	DB MPP	
s.99	power to approve or refuse an application made under section 98, or to cancel an approval	DB MPP	
s.99(4)	duty to make a decision on an application under section 98 within 45 days after receipt of the application or within 45 days of receiving further information where requested	DB MPP	
s.100(1)	power to require a person to remove memorials or places of interment	DB MPP	
s.100(2)	power to remove and dispose a memorial or place of interment or remedy a person's failure to comply with section 100(1)	DB MPP	
s.100(3)	power to recover costs of taking action under section 100(2)	DB MPP	
s.101	function of receiving applications to establish or alter a building for ceremonies in the cemetery	DB MPP	
s.102(1)	power to approve or refuse an application under	DB MPP	

<b>CEMETERIES AND CREMATORIA ACT 2003</b>			
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<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>
	section 101, if satisfied of the matters in (b) and (c)		
s.102(2) & (3)	power to set terms and conditions in respect of, or to cancel, an approval granted under section 102(1)	DB MPP	
s.103(1)	power to require a person to remove a building for ceremonies	DB MPP	
s.103(2)	power to remove and dispose of a building for ceremonies or remedy the failure to comply with section 103(1)	DB MPP	
s.103(3)	power to recover costs of taking action under section 103(2)	DB MPP	
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	DB MPP	
s.106(2)	power to require the holder of the right of interment to provide for an examination	DB MPP	
s.106(3)	power to open and examine the place of interment if section 106(2) not complied with	DB MPP	



<b>CEMETERIES AND CREMATORIA ACT 2003</b>			
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<b>PROVISION</b>	<b>THING DELEGATED</b>	<b>DELEGATE</b>	<b>CONDITIONS &amp; LIMITATIONS</b>
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 section 106(1) is not complied with	DB MPP	
s.107(1)	power to require person responsible to make the building for ceremonies safe and proper or carry out specified repairs	DB MPP	
s.107(2)	power to repair or take down, remove and dispose any building for ceremonies if notice under section 107(1) is not complied with	DB MPP	
s.108	power to recover costs and expenses	DB MPP	
s.109(1)(a)	power to open, examine and repair a place of interment	DB MPP	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	DB MPP	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	DB MPP	where the holder of right of interment or responsible person cannot be found

<b>CEMETERIES AND CREMATORIA ACT 2003</b>			
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<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>
	dispose of a building for ceremonies		
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	DB MPP	
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	DB MPP	
s.111	power to enter into agreement with a holder of the right of interment to maintain a memorial or place of interment	DB MPP	
s.112	power to sell and supply memorials	DB MPP	
s.116(4)	duty to notify the Secretary of an interment authorisation granted	DB MPP	
s.116(5)	power to require an applicant to produce evidence of the right of interment holder's consent to application	DB MPP	

<b>CEMETERIES AND CREMATORIA ACT 2003</b>			
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<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.118	power to grant an interment authorisation if satisfied that the requirements of Division 2 of Part 8 have been met	DB MPP	
s.119	power to set terms and conditions for interment authorisations	DB MPP	
s.131	function of receiving an application for cremation authorisation	DB MPP	
s.133(1)	duty not to grant a cremation authorisation unless satisfied that requirements of section 133 have been complied with	DB MPP	Subject to subsection (2)
s.145	duty to comply with an order made by the Magistrates' Court or a coroner	DB MPP	
s.146	power to dispose of bodily remains by a method other than interment or cremation	DB	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	DB MPP	

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<b>PROVISION</b>	<b>THING DELEGATED</b>	<b>DELEGATE</b>	<b>CONDITIONS &amp; LIMITATIONS</b>
s.149	duty to cease using method of disposal if approval revoked by the Secretary	DB MPP	
s.150 & 152(1)	power to authorise the interment or cremation of body parts if the requirements of Division 1 of Part 11 are met	DB MPP	
s.151	function of receiving applications to inter or cremate body parts	DB MPP	
s.152(2)	power to impose terms and conditions on authorisation granted under section 150.	DB MPP	
Schedule 1 clause 8(3)	power to permit members to participate in a particular meeting by telephone, closed-circuit television or any other means of communication	DB MPP	where council is a Class B cemetery trust
Schedule 1 clause 8(8)	power to regulate own proceedings	DB MPP	where council is a Class B cemetery trust subject to clause 8
Schedule 1A clause 8(3)	power to permit members to participate in a particular meeting by telephone, closed-circuit television or any other means of communication	DB MPP	where council is a Class A cemetery trust

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<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>
Schedule 1A clause 8(8)	power to regulate own proceedings	DB MPP	where council is a Class A cemetery trust subject to clause 8

<b>DOMESTIC (FERAL &amp; NUISANCE) ANIMALS ACT 1994</b> [##Name change on 1/12/2009 to Domestic Animals Act 1994]			
<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>COMMENTS</b>
s.41A(1)	power to declare a dog to be a menacing dog	DSD MSE	Council may delegate this power to an authorised officer

<b>ENVIRONMENT PROTECTION ACT 1970</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.53M(3)	power to require further information	DSD MSE TLEH EHO	
s.53M(4)	duty to advise applicant that application is not to be dealt with	DSD MSE TLEH EHO	
s.53M(5)	duty to approve plans, issue permit or refuse permit	DSD MSE TLEH EHO	refusal must be ratified by Council or it is of no effect
s.53M(6)	power to refuse to issue septic tank permit	DSD MSE TLEH EHO	refusal must be ratified by Council or it is of no effect
s.53M(7)	duty to refuse to issue a permit in circumstances in (a)-(c)	DSD MSE TLEH EHO	refusal must be ratified by council or it is of no effect

<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	DSD MSE TLEH EHO	If section 19(1) applies
s.19(2)(b)	Power to direct by written order that specified steps be taken to ensure that food prepared, sold or handled is safe and suitable	DSD MSE TLEH EHO	If section 19(1) applies
s.19(4)(a)	Power to direct that an order made under section 19 (3)(a) or (b). (i) be affixed to a conspicuous part of the premises , and (ii) inform the public by notice in a published newspaper or otherwise	CEO	If section 19(1) applies
s.19(4)(b)	Duty to notify the Department of the making of the order	DSD MSE	If section 10(1) applies
s.19(4)(c)	Duty to notify the registration authority of the making of the order and any appeal and the outcome of the appeal	DSD MSE	If section 19(1) applies and if council is not the registration authority
s.19(6)(a)	duty to revoke any order under s.19 if satisfied that an order has been complied with	DSD MSE TLEH EHO	If section 19(1) applies



<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(6)(b)	duty to give written notice of revocation under s.19(6)(a) if satisfied that an order has been compiled with	DSD MSE TLEH EHO	If section 19(1) applies
s.19A(4)(b)	Function of receiving notice from authorised officer	DSD MSE	Where council is the registration authority
s.19BA(3)	Duty to give notice of the variation or revocation of the order to the general public in the same manner as the original notice	DSD	Must be done by the same person as gave the original notice
s.19CB(4)(b)	power to request copy of records	DSD MSE TLEH EHO	where council is the registration authority
s.19E(1)(d)	Power to request a copy of the food safety program	DSD MSE TLEH EHO	Where council is the registration authority
s.19EA(3)	Function of receiving a copy of any significant revision made to the food safety	DSD MSE	Where council is the registration authority

<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>
	program	TLEH EHO	
s.19GB	power to request proprietor to provide written details of the name, qualification or experience of the current food safety supervisor	DSD MSE TLEH EHO	Where council is the registration authority
s.19H(5)(a) & (5)(b)	Duty to take into account (a) the food safety performance of the food business; and (b) any guidelines issued by the Secretary in determining the frequency and intervals of the assessments and audits	DSD MSE TLEH	Where council is the registration authority
s.19I	duty to conduct a food safety assessment as required under section 19H	DSD MSE TLEH EHO	Subject to section 19J  where council is the registration authority
s.19IA(2)	Duty to give written notice to proprietor if food safety requirements or section 19DC(2) have not complied with unless subsection (3) applies	DSD MSE TLEH 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	Not Delegated	where council is the registration authority

<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>
	identified		
s.19N	Function of receiving information from a food safety auditor	DSD MSE TLEH EHO	Where council is the registration authority
s.19NA(1)	Power to request food safety audit reports	DSD MSE TLEH 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	DSD MSE	
s.19U(4)	Duty to ensure that information relating to costs of a food safety audit are available for inspection by the public	DSD MSE TLEH	
s.19UA	Power to charge fees for conducting a food safety assessment or inspection	DSD MSE TLEH	Except for an assessment required by a declaration under section 19C or an inspection under sections 38B(1)© or 39
s.19UA(4)	Duty to consider proprietor's history of compliance in deciding whether to charge	DSD MSE TLEH	

<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>
	the fee		
s.19UA(5)	Duty to ensure that the method of determining a fee under subsection (3)(a) and the considerations that apply under subsection (3)(a) and the consideration that apply under subsection (4) are available for inspection by the public	DSD MSE TLEH	Where council is the registration authority
s.19W	Power to direct a proprietor of a food premises to comply with any requirement under Part 111B	DSD MSE TLEH 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	DSD MSE TLEH	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	DSD MSE TLEH	Where council is the registration authority
---	power to register, renew or transfer registration	DSD MSE TLEH	Where council is the registration authority  refusal to grant/renew/transfer registration must be ratified

<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>
		EHO	by Council (see section 58A(2))
s.35A(2)	function of receiving notice of operation from the proprietor of a food premises	DSD MSE TLEH EHO	where council is the registration authority
s.37	function of receiving application, information and documents required under section 36 from the proprietor of a food business	DSD MSE TLEH EHO	
s.38(3)	Duty to consult with the secretary about the proposed exemption under section 38(2)	DSD MSE	
s.38AA(2)	Function of being notified of operation	DSD MSE TLEH EHO	Where council is the registration authority
s.38AA(4)	Duty to determine whether the food premises are exempt from the requirement of registration	DSD MSE TLEH EHO	Where council is the registration authority

<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.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	DSD MSE TLEH EHO	Where council is the registration authority
s.38AB(4)	Power to fix a fee for the receipt of a notification under section 38AA in accordance with a declaration under subsection (1)	DSD MSE	Where council is the registration authority
s.38A(4)	Power to request a copy of a completed food safety program template	DSD MSE TLEH EHO	Where council is the registration authority
s.38A(5) & (6)	function of receiving a food safety audit certificate from a proprietor	DSD MSE TLEH EHO	where council is the registration authority
s.38B(1)(a)	Duty to assess the application and determine which class of food premises under section 19C the good premises belongs	DSD MSE TLEH EHO	Where council is the registration authority

<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.38B(1)(b)	Duty to ensure proprietor has complied with requirements of section 38A	DSD MSE TLEH EHO	Where council is the registration authority
s.38B(1)(c)	Duty to inspect premises	DSD MSE TLEH EHO	Where council is the registration authority
s.38B(2)	Duty to be satisfied of the matters in section 38B(2)(a)-(b)	DSD MSE TLEH EHO	Where council is the registration authority
s.38D(1)	Duty to ensure compliance with the applicable provisions of section 38C and inspect the premises if required by section 39	DSD MSE TLEH EHO	Where council is the registration authority
s.38D(2)	Duty to be satisfied of the matters in section 38D(2)(a)-(d)	DSD MSE TLEH EHO	Where council is the registration authority
s.38D(3)	Power to request copies of any audit reports	DSD MSE TLEH	Where council is the registration authority

<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>
		EHO	
s.38E(1)(c)	Function of assessing the requirement for a food safety program	DSD MSE TLEH EHO	Where council is the registration authority
s.38E(2)	Power to register the food premises on a conditional basis	DSD MSE TLEH EHO	Where council is the registration authority  Not exceeding the prescribed time limit defined under subsection (5)
s.38E(3)(a)	Function of receiving certificates	DSD MSE TLEH EHO	Where council is the registration authority
s.38E(4)	Duty to register the food premises when conditions are satisfied	DSD MSE TLEH EHO	Where council is the registration authority
s.38F(3)(a)	Duty to note the change to the classification of the food premises on the certificate of registration	DSD MSE TLEH EHO	Where council is the registration authority



<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.38F(3)(b)	Power to require proprietor to comply with requirements of this Act	DSD MSE TLEH EHO	Where council is the registration authority
s.39(2)	Duty to inspect within 12 months before renewal of registration	DSD MSE TLEH EHO	Where council is the registration authority
s.39(3)	Duty to inspect within 3 months before renewal of registration if circumstances in section 39(3)(a)-(d) apply	DSD MSE TLEH EHO	Where council is the registration authority
s.39A	Power to register, renew or transfer food premises despite minor defects	DSD MSE TLEH EHO	Where council is the registration authority  Only if satisfied of matters in subsections (2)(a)-(c)
s.39A(6)	Duty to comply with direction of Secretary	DSD MSE TLEH EHO	
s.40(1)	duty to issue a certificate of registration in	DSD MSE	Where council is the registration authority

<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>
	the prescribed form	TLEH EHO	
s.40(2)	power to incorporate the certificate of registration in one document with any certificate of registration under the Health Act 1958* [##This will be the <i>Public Health and Wellbeing Act 2008</i> on 1/1/2010]	DSD MSE TLEH EHO	
s.40C(2)	Power to grant or renew the registration of food premises for a period of less than 1 year	DSD MSE TLEH EHO	Where council is the registration authority
s.40D(1)	power to suspend or revoke the registration of food premises	DSD MSE TLEH EHO	Where council is the registration authority
s.40D(2)	duty to specify how long a suspension is to last under s.40D(1)	DSD MSE TLEH EHO	Where council is the registration authority

<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.40E(4)	Duty to comply with direction of secretary	DSD MSE TLEH EHO	
s.43(1) and 2	duty to maintain records of the prescribed particulars and orders in force under Part 111	DSD MSE TLEH EHO	Where council is the registration authority
s.43(3)	Duty to make available information held in records, free of charge, on request	DSD MSE TLEH 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	DSD MSE TLEH 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	DSD MSE TLEH EHO	where council is the registration authority
s.43I	function of receiving a statement of trade	DSD	

<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>
	of a proprietor of a food business	MSE TLEH 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	DSD MSE TLEH EHO	Where council is the registration authority

<b>HERITAGE ACT 1995</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.84(2)	power to sub-delegate Executive Director's functions	DSD MPI	Must obtain Executive Director's written consent first.

<b>RAIL SAFETY ACT</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 AND LIMITATIONS</b>
s33	duty to comply with a direction of the Safety Director under this section	DI MR COP	duty of council as a utility under s3
s33A	duty to comply with a direction of the Safety Director to give effect to arrangements under this section	DI MR COP	duty of council as a utility under s3
s34	duty to comply with a direction of the Safety Director to alter, demolish or take away works carried out contrary to a direction under s33(1)	DI MR COP	duty of council as a utility under s3
s.34C(2)	Function of entering into safety interface agreements with rail infrastructure manager	DI MR	Where council is the relevant road manager
s.34D(1)	Function of working in conjunction with rail infrastructure manager in determining whether risks to safety need to be managed	DI MR	Where council is the relevant road manager
s.34D(2)	Function of receiving written notice of opinion	DI MR	Where council is the relevant road manager
s.34D(4)	Function of entering into safety interface agreement with	DI MR	Where council is the relevant road manager

	infrastructure manager		
s.34E(1)(a)	Duty to identify and assess risks to safety	DI MR COP	Where council is the relevant road manager
s.34E(1)(b)	Duty to determine measures to manage any risks identified and assessed having regard to items set out in section 34E(2)(a)0(c)	DI MR COP	Where council is the relevant road manager
s.34E(3)	Duty to seek to enter into a safety interface agreement with rail infrastructure manager	DI MR	Where council is the relevant road manager
s.34F(1)(a)	Duty to identify and assess risks to safety, if written notice has been received under section 34D(2)(a)	DI MR COP	Where council is the relevant road manager
S.34F(1)(b)	Duty to determine measures to manage any risks identified and assessed, if written notice has been received under section 34D(2)(a)	DI MR COP	Where council is the relevant road manager
s.34F(2)	Duty to seek to enter into a safety interface agreement with rail infrastructure manager	DI MR	Where council is the relevant road manager
s.34H	Power to identify and assess risks to safety as required under sections 34B.34C, 34D, 34E or 34F in accordance with subsections (a)-(c)	DI MR COP	Where council is the relevant road manager

s.34I	Function of entering into safety interface agreements	DI MR	Where council is the relevant road manager
s.34J(2)	Function of receiving notice from Safety Director	DI MR	Where council is the relevant road manager
s.34J(7)	Duty to comply with a direction of the safety director given under section 34J(5)	DI MR	Where council is the relevant road manager
s.34K(2)	Duty to maintain a register of items set out in subsections (a)-(b)	DI MR COP	Where council is the relevant road manager



<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.142D	function of receiving notice regarding an unregistered rooming house	DSD MSE TLEH EHO	
s.252	power to give tenant a notice to vacate rented premises if subsection (1) applies	DSD MSE TLEH EHO	where council is the landlord
s.262(1)	power to give tenant a notice to vacate rented premises	DSD MSE TLEH EHO	where council is the landlord
s.262(3)	power to publish its criteria for eligibility for the provision of housing by council	DSD MSE TLEH EHO	
s.518F	power to issue notice to caravan park regarding emergency management plan if determined that the plan does not comply with the requirements	DSD MSE TLEH EHO	

<b>RESIDENTIAL TENANCIES ACT 1997</b>			
s.522(1)	give a compliance notice to a person	DSD MSE TLEH EHO	
s.525(2)	power to authorise an officer to exercise powers in s.526 (either generally or in a particular case)	CEO	
s.525(4)	duty to issue identity card to authorised officers	DSD	
s.526(5)	duty to keep record of entry by authorised officer under section 526	DSD MSE TLEH EHO	
s.526A(3)	function of receiving report of inspection	DSD MSE	
s.527	power to authorise a person to institute proceedings (either generally or in a particular case)	CEO	

<b>ROAD MANAGEMENT ACT 2004</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>
s11(1)	power to declare a road by publishing a notice in the Government Gazette	DSD, MPI	obtain consent in circumstances specified in s11(2)
s11(8)	power to name a road or change the name of a road by publishing notice in Government Gazette	DSD, MPI	
s11(9)(b)	duty to advise Registrar	DSD, MPI	
s11(10)	duty to inform Secretary to Department of Sustainability and Environment of declaration etc.	DSD, MPI	
s.11(10A)	duty to inform Secretary to Department of Sustainability and Environment or nominated person	DSD, MPI	where council is the coordinating road authority
s.12(2)	Power to discontinue road or part of road	DB MPP	Power of coordinating road authority where it is the discontinuing body  Unless subsection (11) applies
s12(4)	power to publish, and provide copy, notice of proposed discontinuance	DB, MPP	power of coordinating road authority
s12(5)	duty to consider written submissions received within 28 days of notice	DB, MPP	<ul style="list-style-type: none"> <li>• duty of coordinating road authority where it is the discontinuing body</li> <li>• unless subsection (11) applies</li> </ul>

<b>ROAD MANAGEMENT ACT 2004</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>
s12(6)	function of hearing a person in support of their written submission	DB, MPP	<ul style="list-style-type: none"> <li>function of coordinating road authority where it is the discontinuing body</li> <li>unless subsection (11) applies</li> </ul>
s12(7)	duty to fix day, time and place of meeting under subsection (6) and to give notice	DB, MPP	<ul style="list-style-type: none"> <li>duty of coordinating road authority where it is the discontinuing body</li> <li>unless subsection (11) applies</li> </ul>
s12(10)	duty to notify of decision made	DB, MPP	<p>power of coordinating road authority where it is the discontinuing body</p> <p>does not apply where an exemption is specified by the regulations or given by the Minister</p>
s13(1)	power to fix a boundary road by publishing notice in Government Gazette	DB, MPP	power of coordinating road authority and obtain consent under s13(3) and s13(4) as appropriate
s.14(4)	function of receiving notice from VicRoads	DB, MPP	
s14(7)	power to appeal against decision of VicRoads	DB, MPP	
s15(1)	power to enter into arrangement with another road authority or a utility or a provider of public transport to transfer a road management function of the road	DB, MPP	

<b>ROAD MANAGEMENT ACT 2004</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>
	authority to the other road authority or to the utility or a provider of public transport		
s15(1A)	power to enter into arrangement with a utility to transfer a road management function of the utility to the road authority	DB, MPP	
s15(2)	duty to include details of arrangement in public roads register	DB, MPP	
s16(7)	power to enter into an arrangement under s15	DB, MPP	
s16(8)	duty to enter details of determination in public roads register	DB MA	
s17(2)	duty to register public road in public roads register	DB MA	Where council is coordinating road authority
s17(3)	power to decide that a road is reasonably required for general public use	DB MA	Where council is coordinating road authority
s17(3)	duty to register a road reasonably required for general public use in public roads register	DB MA	Where council is coordinating road authority
s17(4)	power to decide that a road is no longer reasonably required for general public use	DB MA	Where council is coordinating road authority

<b>ROAD MANAGEMENT ACT 2004</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>
s17(4)	duty to remove road no longer reasonably required for general public use from public roads register	DB MA	Where council is coordinating road authority
s18(1)	power to designate ancillary area	DB MA	Where council is coordinating road authority and obtain consent in circumstances specified in s18(2)
s18(3)	duty to record designation in public roads register	DB MA TLAMg	Where council is coordinating road authority
s19(1)	duty to keep register of public roads in respect of which it is the coordinating road authority	DB MA TLAMg	
s19(4)	duty to specify details of discontinuance in public roads register	DB MA	
s19(5)	duty to ensure public roads register is available for public inspection	DB MA TLAMg	
s.21	power to reply to request for information or advice	DB DI MA TLAMg	obtain consent in circumstances specified in s11(2)

<b>ROAD MANAGEMENT ACT 2004</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.22(2)	power to comment on proposed direction	DB DI MA	
s.22(4)	Duty to publish a copy or summary of any direction made under section 22 by the Minister in its annual report	DB DI MA	
s.22(5)	Duty to give effect to a direction under this section	DB DI MA	
s.40(1)	duty to inspect, maintain and repair a public road.	DI MA COP	
s.40(5)	power to inspect, maintain and repair a road which is not a public road	DI MA COP	
s.41(1)	Power to determine the standard of construction, inspection, maintenance and repair	DI MA COP	
s42(1)	power to declare a public road as a controlled access road	Not Delegated	power of coordinating road authority and Schedule 2 also applies
s42(2)	power to amend or revoke declaration by notice published in Government Gazette	Not Delegated	power of coordinating road authority and Schedule 2 also applies

<b>ROAD MANAGEMENT ACT 2004</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>
s42A(3)	duty to consult with VicRoads before road is specified	DB DI MA COP	<ul style="list-style-type: none"> <li>duty of coordinating road authority</li> <li>if road is a municipal road or part thereof</li> </ul>
s42A(4)	power to approve Minister's decision to specify a road as a specified freight road	DB DI MA COP	<ul style="list-style-type: none"> <li>where council is the coordinating road authority</li> <li>if road is a municipal road or part thereof and where road is to be specified a freight road</li> </ul>
s48EA	duty to notify the owner or occupier of land and provider of public transport on which rail infrastructure or rolling stock is located (and any relevant provider of public transport)	DI COP	Where council is the responsible road authority, infrastructure manager or works manager
s.48M(3)	function of consulting with the Secretary for purposes of developing guidelines under section 48M	DI COP	
s.48N	duty to notify the Secretary of the location of the bus stopping point and the action taken by council	DI COP	
s.49	power to develop and publish a road management plan	DI MR	



<b>ROAD MANAGEMENT ACT 2004</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.51	power to determine standards by incorporating the standards in a road management plan	DI MR	
s.53(2)	power to cause notice to be published in Government Gazette of amendment etc of document in road management plan	DI MR	
s.54(2)	duty to give notice of proposal to make a road management plan	DI MR	
s.54(5)	duty to conduct a review of road management plan at prescribed intervals	DI MR	
s.54(6)	power to amend road management plan	DI MR	
s.54(7)	duty to incorporate the amendments into the road management plan	DI MR	
s.55(1)	duty to cause notice of road management plan to be published in Government Gazette and newspaper	DI MR	
s.63(1)	power to consent to conduct of works on road	DI MR COP	Where council is the coordinating road authority
s.63(2)(e)	power to conduct or to authorise the conduct of works in, on, under or over a road in an emergency	DI MR COP	Where council is the infrastructure manager

<b>ROAD MANAGEMENT ACT 2004</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.64(1)	duty to comply with clause 13 of Schedule 7	DI MR	Where council is the infrastructure manager or works manager
s.66(1)	power to consent to structure etc	DI MR	Where council is the coordinating road authority
s.67(2)	function of receiving the name & address of the person responsible for distributing the sign or bill	DSD MPI	where council is the coordinating road authority
s.67(3)	power to request information	DSD MPI	Where council is the coordinating road authority
s.68(2)	power to request information	DSD MPI	Where council is the coordinating road authority
s71(3)	power to appoint an authorised officer	CEO	
s.72	duty to issue an identity card to each authorised officer	CEO	
s.85	function of receiving report from authorised officer	DI MR	
s86	duty to keep register re s85 matters	DI MR	
s.87(1)	function of receiving complaints	DI MR	

<b>ROAD MANAGEMENT ACT 2004</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>
s87(2)	duty to investigate complaint and provide report	DI MR	
s.112(2)	power to recover damages in court	DI MR	
s116	power to cause or carry out inspection	DI MR COP	
s.119(2)	function of consulting with VicRoads	DI MR	
s.120(1)	Power to exercise road management function on an arterial road (with the consent of VicRoads)	DI MR	
s120(2)	Duty to seek consent of VicRoads to exercise road management functions before exercising power in section 120 (1)	DI MR	
s121(1)	power to enter into an agreement re works	DI MR	
s.122(1)	power to charge and recover fees	DI MR	
s.123(1)	power to charge for any service	DI MR	
Schedule 2	power to make a decision re controlled access	Not Delegated	

<b>ROAD MANAGEMENT ACT 2004</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>
Clause 2(1)	roads		
Schedule 2 Clause 3(1)	power to make policy about controlled access roads	Not Delegated	
Schedule 2 Clause 3(2)	power to amend, revoke or substitute policy about controlled access roads	Not Delegated	
Schedule 2 Clause 4	function of receiving details of proposal from VicRoads	DI MR	
Schedule 2 Clause 5	duty to publish notice of declaration	DI MR	
Schedule 7, clause 7(1)	duty to give notice to relevant coordinating road authority of proposed installation of non-road infrastructure or related works on a road reserve	DI MR	Where council is the infrastructure manager or works manager
Schedule 7, Clause 8(1)	duty to give notice to any other infrastructure manager or works manager responsible for any non-road infrastructure in the area, that could be affected by any proposed installation of infrastructure or related works on a road or road reserve of any road	DI MR	Where council is the infrastructure manager or works manager
Schedule 7, Clause 9(1)	duty to comply with request for information from a coordinating road authority, an infrastructure manager or a works manager responsible for existing or proposed infrastructure in relation to the	DI MR	Where council is the infrastructure manager or works manager responsible for non-road infrastructure

<b>ROAD MANAGEMENT ACT 2004</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>
	location of any non-road infrastructure and technical advice or assistance in conduct of works		
Schedule 7, Clause 9(2)	duty to give information to another infrastructure manager or works manager where becomes aware any infrastructure or works are not in the location shown on records, appear to be in an unsafe condition or appear to need maintenance	DI MR	Where council is the infrastructure manager or works manager
Schedule 7, Clause 10(2)	where Schedule 7 Clause 10(1) applies, duty to, where possible, conduct appropriate consultation with persons likely to be significantly affected	DI MR	Where council is the infrastructure manager or works manager
Schedule 7 Clause 12(2)	power to direct infrastructure manager or works manager to conduct reinstatement works	DI MR	Where council is the coordinating road authority
Schedule 7 Clause 12(3)	power to take measures to ensure reinstatement works are completed	DI MR	Where council is the coordinating road authority
Schedule 7 Clause 12(4)	duty to ensure that works are conducted by an appropriately qualified person	DI MR	Where council is the coordinating road authority
Schedule 7 Clause 12(5)	power to recover costs	DI MR	Where council is the coordinating road authority
Schedule 7, Clause 13(1)	duty to notify relevant coordinating road authority within 7 days that works have been completed,	DI MR	Where council is the works manager

<b>ROAD MANAGEMENT ACT 2004</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>
	subject to Schedule 7, Clause 13(2)		
Schedule 7 Clause 13(2)	Power to vary notice period	DI MR	Where council is the coordinating road authority
Schedule 7, Clause 13(3)	Duty to ensure works manager has complied with obligation to give notice under Schedule 7, Clause 13(1)	DI MR	Where council is the infrastructure manager
Schedule 7 Clause 16(1)	Power to consent to proposed works	DI MR	Where council is the coordinating road authority
Schedule 7 Clause 16(4)	Duty to consult	DI MR	where council is the coordinating road authority, responsible authority or infrastructure manager
Schedule 7 Clause 16(5)	Power to consent to proposed works	DI MR	where council is the coordinating road authority
Schedule 7 Clause 16(6)	Power to set reasonable conditions on consent	DI MR	where council is the coordinating road authority
Schedule 7 Clause 16(8)	Power to include consents and conditions	DI MR	where council is the coordinating road authority
Schedule 7	Power to refuse to give consent and duty to give	DI	Where council is the coordinating road

<b>ROAD MANAGEMENT ACT 2004</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>
Clause 17(2)	reasons for refusal		authority
Schedule 7 Clause 18(1)	Power to enter into an agreement	DI MR	Where council is the coordinating road authority
Schedule 7 Clause 19(1)	Power to give notice requiring rectification of works	DI MR	Where council is the coordinating road authority
Schedule 7 Clause 19(2) & (3)	Power to conduct the rectification works or engage a person to conduct the rectification works and power to recover costs incurred	DI MR	where council is the coordinating road authority
Schedule 7 Clause 20(1)	Power to require removal, relocation, replacement or upgrade of existing non-road infrastructure	DI MR	Where council is the coordinating road authority
Schedule 7A Clause 2	Power to cause street lights to be installed on roads	DI MR	power of responsible road authority where it is the coordinating road authority or responsible road authority in respect of the road
Schedule 7A Clause 3(1)(d)	Duty to pay installation and operation costs of street lighting - where road is not an arterial road	DI MR	where council is the responsible road authority
Schedule 7A Clause 3(1)(e)	Duty to pay installation and operation costs of street lighting – where road is a service road on an arterial road and adjacent areas	DI MR	where council is the responsible road authority

<b>ROAD MANAGEMENT ACT 2004</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>
Schedule 7A Clause (3)(1)(f),	Duty to pay installation and percentage of operation costs of street lighting – for arterial roads in accordance with clauses 3(2) and 4	DI MR	Duty of council as responsible road authority that installed the light (re: installation costs) and where council is relevant municipal council (re: operating costs)



<b>CEMETERIES AND CREMATORIA REGULATIONS 2005</b>			
[##These provisions apply to Councils appointed as a cemetery trust under section 5 of the <i>Cemeteries and Crematoria Act 2003</i> , and also apply to Councils appointed to manage a public cemetery under section 8(1)(a)(ii) as though it were a cemetery trust (see section 53)			
<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.17	power to inspect any coffin, container or other receptacle if satisfied of the matters in paragraphs (a) and (b)	DB MPP	
r.18(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	DB MPP	
r.18(2)	duty to ensure any fittings removed of are disposed in an appropriate manner	DB MPP	
r.19	power to dispose of any metal substance or non-human substance recovered from a cremator	DB MPP	
r.20(2)	power to release cremated human remains to certain persons	DB MPP	Subject to any order of a court
r.21(1)	duty to make cremated human remains available for collection within 2 working days after the cremation	DB MPP	
r.21(2)	duty to hold cremated human remains for at least 12 months from the date of cremation	DB MPP	

<b>CEMETERIES AND CREMATORIA REGULATIONS 2005</b>			
[##These provisions apply to Councils appointed as a cemetery trust under section 5 of the <i>Cemeteries and Crematoria Act</i> 2003, and also apply to Councils appointed to manage a public cemetery under section 8(1)(a)(ii) as though it were a cemetery trust (see section 53)			
<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.21(3)	power to dispose of cremated human remains if no person gives a direction within 12 months of the date of cremation	DB MPP	
r.21(4)	duty to take reasonable steps notify relevant people of intention to dispose of remains at expiry of 12 month period	DB MPP	
r.22	duty to ensure a mausoleum is constructed in accordance with paragraphs (a)-(d)	DB MPP	
r.26	duty to provide statement that alternative vendors or supplier of monuments exist	DB MPP	
r.36	power to approve certain activities under the Regulations if satisfied of regulation (1)(a)-(c)	DB MPP	
r.38(2)	power to approve a person to drive, ride or use a vehicle on any surface other than a road, track or parking area	DB MPP	

<b>CEMETERIES AND CREMATORIA REGULATIONS 2005</b>			
[##These provisions apply to Councils appointed as a cemetery trust under section 5 of the <i>Cemeteries and Crematoria Act 2003</i> , and also apply to Councils appointed to manage a public cemetery under section 8(1)(a)(ii) as though it were a cemetery trust (see section 53)			
<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>
Schedule 6, clause 4	power to approve the carrying out of an activity referred to in rules 8, 16, 17 and 18 of Schedule 6	DB MPP	
Schedule 6, clause 5(1)	duty to display the hours during which pedestrian access is available to the cemetery	DB MPP	
Schedule 6, clause 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	DB MPP	
Schedule 6, clause 6(1)	power to give directions regarding the manner in which a funeral is to be conducted	DB MPP	
Schedule 6, clause 7(1)	power to give directions regarding the dressing of places of interment and memorials	DB MPP	
Schedule 6, clause 11(1)	power to remove objects from a memorial or place of interment	DB MPP	
Schedule 6, clause 11(2)	duty to ensure objects removed under sub rule (1) are disposed of in an appropriate manner	DB MPP	

<b>CEMETERIES AND CREMATORIA REGULATIONS 2005</b>			
[##These provisions apply to Councils appointed as a cemetery trust under section 5 of the <i>Cemeteries and Crematoria Act 2003</i> , and also apply to Councils appointed to manage a public cemetery under section 8(1)(a)(ii) as though it were a cemetery trust (see section 53)			
<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>
Schedule 6, clause 12	power to inspect any work being carried out on memorials, places of interment and buildings for ceremonies	DB MPP	
Schedule 6, clause 14	power to approve an animal to enter into or remain in a cemetery	DB MPP	

<b>RESIDENTIAL TENANCIES (CARAVAN PARKS &amp; MOVABLE DWELLINGS REGISTRATION AND STANDARDS) REGULATIONS 2010</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	DSD, MSE, TLEH	
r.11	Function of receiving application for registration	DSD, MSE, TLEH, EHO	
r.13(1)	duty to grant the registration if satisfied that the caravan park complies with these regulations	DSD, MSE, TLEH, EHO	
r.13(2)	duty to renew the registration if satisfied that the caravan park complies with these regulations	DSD, MSE, TLEH, EHO	
r.13(4) & (5)	Duty to issue certificate of registration	DSD, MSE, TLEH, EHO	
r.15(1)	Function of receiving notice of transfer of ownership	DSD, MSE, TLEH, EHO	
r.15(3)	Power to determine where notice of transfer is displayed	DSD, MSE, TLEH, EHO	
r.16(1)	Duty to transfer registration to new caravan park owner	DSD, MSE, TLEH, EHO	
r.16(2)	Duty to issue a certificate of transfer of registration	DSD, MSE, TLEH, EHO	
r.17(1)	Power to determine the fee to accompany applications for registration or applications for renewal of registration	DSD, MSE	

<b>RESIDENTIAL TENANCIES (CARAVAN PARKS &amp; MOVABLE DWELLINGS REGISTRATION AND STANDARDS) REGULATIONS 2010</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.18	Duty to keep register of caravan parks	DSD, MSE, TLEH, EHO	
r.19(4)	Power to determine where the emergency contact person's details are displayed	DSD, MSE, TLEH, EHO	
r.19(6)	Power to determine where certain information is displayed	DSD, MSE, TLEH, EHO	
r.22(6)	Duty to notify caravan park owners of emergency service agencies	DSD, MSE, TLEH, EHO	
r.22(7)	Duty to consult with relevant emergency services agency	DSD, MSE, TLEH, EHO	
r.23(2)	Power to determine places in which caravan park owner must display a copy of emergency procedures	DSD, MSE, TLEH, EHO	
r.24(1)	Power to determine places in which caravan park owner must display copy of public emergency warnings	DSD, MSE, TLEH, EHO	
r.25(3)	Duty to consult with relevant floodplain management authority	DSD, MSE, TLEH,	
r.26	Duty to have regard to any report of the relevant fire authority	DSD, MSE, TLEH	

<b>RESIDENTIAL TENANCIES (CARAVAN PARKS &amp; MOVABLE DWELLINGS REGISTRATION AND STANDARDS) REGULATIONS 2010</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.28(c)	Power to approve system for the collection, removal and disposal of sewage and waste water from a movable dwelling	DSD, MSE, TLEH, EHO	
r.39	Function of receiving notice of proposed installation of unregistrable movable dwelling or rigid annexe	DSD, MSE, TLEH, EHO	
r.39(b)	Power to require notice of proposal to install unregistrable movable dwelling or rigid annexe	DSD, MSE, TLEH, EHO	
r.40(4)	Function of receiving installation certificate	DSD, MSE, TLEH, EHO	
r.42	Power to approve use of a non-habitable structure as a dwelling or part of a dwelling	DSD, MSE, TLEH,	
Schedule 3 clause 4(3)	Power to approve the removal of wheels and axles from unregistrable movable dwelling	DSD, MSE, TLEH	

<b>ROAD MANAGEMENT (GENERAL) REGULATIONS 2005</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.301(1)	Duty to conduct reviews of road management plan	DI MR	
r.302(2)	Duty to give notice of review of road management plan	DI MR	
r.302(5)	Duty to produce written report of review of road management plan and make report available	DI MR	
r.303	Duty to give notice of amendment which relates to standard of construction, inspection, maintenance or repair under section 41 of the Act	DI MR	
r.306(2)	Duty to record on road management plan the substance and date of effect of amendment	DI MR	
r.501(1)	Power to issue permit	DI MR	Where council is the coordinating authority
r.501(4)	Power to charge fee for issuing permit under r.501(1)	DI MR	Where council is the coordinating authority
r.503(1)	Power to give written consent to person to drive on road a vehicle which is likely to cause damage to road	DI MR	Where council is the coordinating authority
r.508(3)	Power to make submission to Tribunal	DI MR	Where council is the coordinating authority



<b>ROAD MANAGEMENT (GENERAL) REGULATIONS 2005</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.509(1)	Power to remove objects, refuse, rubbish or other material deposited or left on road	DI, MR, MP, COP	Where council is the coordinating authority
r.509(2)	Power to sell or destroy things removed from road or part of road (after first complying with r.509(3))	DI, MR, MP, COP	Where council is the coordinating authority
r.509(4)	Power to recover in the Magistrates' Court, expenses from person responsible	DI, MR, MP, COP	

<b>ROAD MANAGEMENT (WORKS AND INFRASTRUCTURE) REGULATIONS 2005</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.10	Power, where consent given under s.63(1) of the Act, to exempt a person from requirement under clause 13(1) of Schedule 7 to that Act to give notice as to the completion of those work	DI, MR	Where council is the coordinating authority
r.18(2)	Power to waive whole or part of fee in certain circumstances	DI, MR	Where council is the coordinating authority

**HERITAGE ADVISORY COMMITTEE (HAC)  
MEETING MINUTES  
Monday, 16<sup>th</sup> April 2012**

**Invitees:** Anne Tyson (Merrigum), Brian Pethybridge (Community Position), Brian Williams (Tatura), Bruce Wilson (Shepparton), Claire Tarelli (GSCC), Deborah Kemp (GSCC), Evan Lloyd (Community Position), Evert Worm (Tatura), Garry Wallden (Katandra West), Gaye Sutherland (Dookie), Geoff Dobson (GSCC Councillor), Geoff Maynard (Toolamba), Jackie Walker (YYNAC), Jenny Houlihan (GSCC Councillor), Kaye Ball (Murchison), Marlene Atkinson (BCC), Michael MacDonagh (GSCC), Neil C Penney (Community Position), Val Hill (Mooroopna), Vicki Atkinson (BCC) and Warwick Finlay (Murchison).

**Attendees:** Anne Tyson (Merrigum), Barry Campbell (Mooroopna), Brian Pethybridge (Community Position), Brian Williams (Tatura), Bruce Wilson (Shepparton), Claire Tarelli (GSCC), Deborah Kemp (GSCC), Evan Lloyd (Community Position), Gaye Sutherland (Dookie), Jenny Houlihan (GSCC Councillor), Marjory Earl (Katandra West), Marlene Atkinson (BCC), Michael MacDonagh (GSCC), Neil C Penney (Community Position) and Val Hill (Mooroopna).

**Apologies:** Geoff Maynard (Toolamba), Geoff Dobson (GSCC Councillor) and Garry Wallden (Katandra West).

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**1. Apologies**

There are three apologies for this meeting – Geoff Maynard (Toolamba), Geoff Dobson (GSCC Councillor) and Garry Wallden (Katandra West).

**2. Introduce New Members**

Michael welcomed Marjory Earl from the Katandra and District History Group, who has replaced Garry Wallden as the Group's representative for this meeting. Michael also welcomed Brian Pethybridge, Evan Lloyd and Neil C Penney who were the successful candidates for the three community positions.

**3. Meeting Commencement Times – 10.00 versus 10.30**

Michael outlined that the Team had investigated the possibility of a 10.00 meeting start for all of the meetings to December 2012. The room bookings had

been revised to allow for this. After discussion, it was concluded that the meeting times would remain the same – 10.30.

#### **4. The role of the Heritage Advisory Committee**

It was requested that this agenda item be postponed to the Committee's May meeting.

#### **5. HAC Meeting debriefing from Monday, 19th March 2012**

Michael gave a run-through of the actions from the minutes of the previous HAC meeting held on Monday, 19<sup>th</sup> March 2012. The main actions related to:

- updating the Committee on the guidance provided by Planning Management regarding the most appropriate approach to informing the Council of the ISAC's request for documentary funding. It was decided that this would be raised at an SDS (Short Discussion Session) briefing meeting. It was scheduled to take place on Tuesday, 24<sup>th</sup> April 2012.
- updating the Committee on the outcome of the Council reports for the revised Terms of Reference and the Cultural Heritage Awards ceremony. These items were Agenda items on today's meeting and would be addressed then.
- updating the Committee on the status of the *Greater Shepparton Heritage Study Stage IIB*, the possibility of a Statutory Planner presenting at a Masterclass, the status and content of the 2012-2013 year budget regarding future heritage allocations and planning permit applications in the Heritage Overlay. These items were Agenda items on today's meeting and would be addressed then.

Bruce Wilson proposed a motion to adopt the minutes and Anne Tyson seconded it. Motion carried.

#### **6. Revised Terms of Reference – Update**

Michael reminded the Committee that, following discussions with the Governance Team in February 2012, three separate Council reports had been prepared. The first related to the three Community Positions, the second to the revised Terms of Reference and third to the Cultural Heritage Awards ceremony. The first was presented to the Council at March's Ordinary Council Meeting and was the three community positions were approved. It had originally been intended to present the latter two at April's Ordinary Council Meeting.

However, only the revised Terms of Reference would be presented to the Council tomorrow, Tuesday, 20<sup>th</sup> March. Michael outlined to the four new Committee members that as the Committee was not a Section 86 Committee, as

outlined under the Local Government Act 1989, the Council needed to host the Awards ceremony in conjunction with the Committee. This is why the Terms of Reference needed to be revised.

**ACTION: Michael to keep the Committee updated on the approval of the revised Terms of Reference by the Council.**

#### **7. Cultural Heritage Awards – Update**

Michael informed the Committee that the Council report requesting approval of the Cultural Heritage Awards Guidelines and Cultural Heritage Awards Ceremony 2012 was originally intended to be presented at April's Ordinary Council Meeting but it had been decided to remove it from the Agenda owing for the need for additional commentary from Organisational Performance Department.

Michael informed the Committee that the Cultural Heritage Award Guidelines contained each of the previously agreed upon Assessment Conditions and Criteria. Michael informed the Committee that the revised Guidelines would most likely be revised in time for inclusion on the Council's June Ordinary Council Meeting agenda. Michael also advised that it might also be more appropriate to postpone the Awards Ceremony to 2013. This would allow for more time to organise the Awards Ceremony and allow for the coordination with Australia Heritage Week in April/May 2013. The Committee discussed this latter possibility and approved the postponement of the Awards Ceremony to 2013.

The Committee also discussed the Guidelines and requested that additional definitions and an explanation of the aims and principles of the Burra Charter be inserted to help applicants understand the terminology used. It was also requested that the revised Guidelines be reissued to the Committee for discussion and adoption at the Committee's May meeting.

Michael outlined that as the Committee appears to have a number of queries with regard to the Guidelines that it should be included as an agenda item at the Committee's May meeting. The Committee agreed. Bruce Wilson proposed a motion to postpone the Cultural Heritage Awards to 2013. The Council would be informed in due course. The motion was seconded by Jenny Houlihan. Motion carried. Michael also outlined that he would confer with the Governance Team on the best approach to having the Guidelines adopted by Council.

**ACTION: Michael to issue the revised Guidelines to the Committee integrating both the Governance Team and the Committee's comments.**

**Michael to inform the Committee of the Governance Team's advise in relation to adopting the Cultural Heritage Award Guidelines by the Council.**

**8. The Status of Amendment C110 – to implement the findings and recommendations of the *Greater Shepparton Heritage Study Stage IIB***

Michael informed the Committee that Amendment C110 had formally gone on Exhibition until Friday, 25<sup>th</sup> May 2012.

Michael outlined what the Amendment proposed to do, described what the consultation phase aimed to do, what the future process the amendment would go through and where it was available – on the Council's website and in hard-copy form at the Council's reception and Tatura Library.

Jenny Houlihan said that she would have preferred if it had been taken to a Council meeting as such work is so important at protecting and raising awareness of cultural heritage within the Municipality. Jenny acknowledged that the amendment could be exhibited under the Strategic Planning Team's delegation but preferred if it was included on the Council's agenda as it is a good opportunity to publicise cultural heritage locally.

Jenny outlined that she was proposing to include it at tomorrow's April Ordinary Council meeting. She was going to revise the motion to adopt the Committee's revised Terms of Reference to include a second part that the Council acknowledge the *Greater Shepparton Heritage Study Stage IIB* and Amendment C110, which seeks to integrate the findings and recommendations of the Study into the Greater Shepparton Planning Scheme. If no-one seconds this revised motion at the Council meeting, Jenny will include it at the end of the Agenda to ensure that this important work and amendment gets on the Agenda.

In addition, Jenny suggested that a media release could be arranged and included in local newspapers and the Council website. This should outline what the next stages in the amendment process are and where the copies are available from.

Anne also recommends putting the Study and the amendment documentation in other libraries and on the mobile library bus.

Anne Tyson proposes a motion that the Amendment is to be well publicised to bring it to the public consciousness. This motion is seconded by Neil Penney.

**ACTION: Michael to keep the Committee informed of the public exhibition period and to draft a media release for circulation.**

### **9. The Council's 2012-2013 Year Budget**

Michael outlined that there was a query at March's Committee meeting in relation to the level of funding allocated to cultural heritage projects in the 2012-2013 financial year. Claire Tarelli outlined that the Strategic Team had originally applied for a budget of \$48,000 for a number of cultural heritage projects for the next financial year. The Budget was now on its fourth revision and the Team's application had been revised to \$40,000. This revised sum would be shared among a range of projects including \$5,000 for the Heritage Advisory Committee to help fund any possible Awards Ceremony, the relocation of some of the collections at the Tatura Museum, to prepare a Rural Heritage Study to begin the process of having outstanding places of cultural heritage significance being included within the Planning Scheme's Heritage Overlay and retrieving any outstanding information for the Murchison region from Campaspe Shire Council.

In addition, Claire pointed-out that the Council has been successful in gaining Heritage Victoria's \$12,000 grant for their Heritage Advisor position. Claire pointed-out that the Council is obliged to match this funding allocation on a one-to-one basis.

**Action: Michael to keep the Committee updated on the final adoption of the 2012-2013 financial budget.**

### **10. Chairperson, Deputy Chairperson and Secretary**

Michael called for nominations for each of the three positions. Bruce Wilson was nominated as Chairperson by Neil Penney and seconded by Anne Tyson.

Marlene Atkinson was nominated as Deputy Chairperson by Jenny Houlihan and seconded by Gaye Sutherland.

Anne Tyson was nominated as Secretary and Publicity Officer by Jenny Houlihan and seconded by Bruce Wilson.

Bruce thanked everyone for their support and looked forward to working in the position over the coming year.

### **11. Live Planning Applications within the Heritage Overlay**

Michael outlined a number of live planning permit applications that are located within the Heritage Overlay.

- **Mooroopna Hospital, Mooroopna** – Michael asked Deborah Kemp to outline the status of the demolition permit at Mooroopna Hospital. Deborah outlined its current status and the demolition proposals. Michael outlined that there were more than five objections on file and it would be presented to the Council for a decision.

Anne Tyson outlined that the Merrigum District Historical and Educational Society had made an objection to the demolition permit and had made an extensive effort to outline the social cultural significance of the Hospital.

Michael outlined that a number of objectors had received a letter from the applicant outlining that they were undertaking the demolition works in accordance with their previously approved planning permit application dating from 2003 and that the objectors should withdraw their objections. Michael outlined that this appeared to be gross misinformation and objectors should not deem this to be correct.

Michael outlined that the 2003 planning permit application sought the addition of a third light weight structure to the main entrance wing and it was his understanding that the permit did not include the demolition of any of the exterior walls. Michael outlined that a planning permit application expires after two years or four years if works have commenced within the first two years. Applications for an extension of time to this original permit application would have had to have been made to prevent it from expiring.

Anne also outlined that the Building Team needs to be alerted to the fact that the site is readily accessible and that people can get in and either hurt themselves or damage the buildings. At the moment the Chapel is open and not secured and the fence is not fully secure.

**ACTION: Anne Tyson and Val Hill to speak with the Statutory Planning Team, to ascertain the status of the 2003 planning permit application and to contact the Building Team to discuss the fencing at the site. Michael to internally discuss the status of the 2003 application.**

- 22 McLennan Street, Mooroopna – Michael outlined that there was also a subdivision and redevelopment scheme for this site. Michael informed the Committee that the structures on the site had been lawfully demolished and the site would be removed from the Heritage



Overlay as part of the C110 Amendment process.

- Pre-Application regarding the redevelopment of Scot's Church, Shepparton – Deborah outlined that the final design was being revisited.

## **12. Additional Issues**

- Jenny Houlihan queried whether the railway bridge near Taylor's Estate, at the end of Hasset Street, close to the walking track by the river was within the Heritage Overlay. It was an important timber truss bridge and was still being used. Deborah Kemp said that it was not and was not proposed for inclusion in the Overlay as part of Amendment C110. Deborah also outlined the importance of giving it a designation as VicTrack were upgrading the line and there was nothing to stop them from removing it.
- Anne outlined the fact that she had found a Heritage Impact Assessment on the Darvenezia Winery, Excelsior Road, Mooroopna and would give it to Deborah for review. Anne outlined that it is a very important site.
- Barry Campbell outlined that there should be a magazine to publicise all Historical Societies. Bruce and Claire outlined that Sharlene Putman or Carrie Donaldson might provide assistance. Claire outlined that Goulburn River Valley Tourism (GRVT) could help them with publicity but there may be a fee. Anne stated that some of the Council's 2012/2013 funding could help societies to fund local advertisements.

## **13. A review of the workings of one of the cultural heritage groups – Merrigum District Historical and Educational Society**

Anne gave a comprehensive run through of the formation of the Society, its expansion and its wide and varied collections.

Anne outlined that the Society began 25 years ago and has eight active members. It began its collection with a Hornsbury engine in 1986 and has the same office bearers for the last 25 years, which has worked-out successfully. The Society sought a home for its collection and in 1987 it located within the second general store in Merrigum for free before the former Rodney Shire Council bought it in 1989 and the current Council rents it to them for a peppercorn rent.

It was originally a Society that focused on collections more so than research and

documents. One of the members, “Bert the Builder”, built additional sheds including a shearing shed, a slab hut log cabin and a mudbrick dairy for example.

The Society also possesses 500 images by local photographers in the early Nineteenth Century. They also possess other documents, horse drawn vehicles, blacksmith items, a Furphy tank and quirky items such as the Florrie Judd Bell collection and Myrtle’s gate.

In 1996, Flo Halliday applied for accreditation, which was received in 2000 (only one of six in Victoria at the time and the only accredited volunteer museum). They’ve had a lot of exhibitions on buildings, clubs, 1901-2001 Merrigum, soldiers, bus and walking tours.

The Society also hosts Heritage Day once a year in April with working demonstrations sleeper cutting, milk separating, butter making shearing. They’ve also published two recipe books, a calendar, a book on the Rodney Store.

Anne is the main or only researcher and uses the titles, rate book and other sources to research. She knows most of building history in the Township.

The main strengths of the Society are the continuity of volunteers, the space they have, the fact that they’ve a great site in the centre of town, the interior of the buildings are kept clean and they update their display windows regularly. The main weakness is that they are behind in their cataloguing, they have a lack of oral history and family history, hard to get good attendances, they do not advertise regular hours and there are constant issues with finance.

Anne outlined that they require help to save buildings, and help with the conservation and planning systems and jargon to express their objections to development or demolition projects that adversely affect cultural heritage places.

Bruce outlined that the Shepparton Heritage Centre was proposing to discuss their recently completed Business Plan soon and he would keep the Committee informed of its progress and possible relocation. Bruce also outlined that Sharlene Putman had been in contact with him on the need to give a briefing for volunteer talks. Bruce also outlined the potential of Twitter as a media activity for particular events.

**14. Second Master Class – An overview of the Victorian Statutory Planning System – Tentatively booked for Monday, 14<sup>th</sup> May 2012**

Michael informed the Committee that the second of the Committee's master classes would take place after the Committee's May meeting at 12.30. It will entail a brief overview of the Victorian Statutory Planning System.

**ACTION: Michael to arrange a third Masterclass.**

Meeting closes.

**Next Meeting is scheduled for Monday, 14<sup>th</sup> May 2012 in the Council's Board Room.**

## Record of Assembly of Councillors

Record in accordance with section 80A(1) of the *Local Government Act 1989*

*Briefings or meetings involving one or more Council officers and four or more councillors and meetings of advisory committees of which at least one councillor is a member are assemblies of councillors, as defined in the Local Government Act 1989 and must be properly recorded. An electronic copy of that record saved in the TRIM folder "Assemblies of Councillors" (folder **37/208/0011**) and recorded on the Register **M09/3170**.*

Name of meeting: **Councillor Briefing Session**

Date of meeting: **12 June 2012**

### Attendees

Councillors: Cr Hazelman, Cr Ryan, Cr Dobson, Cr Muto

Staff: Gavin Cator, Dwight Graham, Julie Salomon, Dean Rochfort, Peter Harriott, Sharlene Still, Andrew Hallaway, Claire Tarelli, Louise Dwyer, Greg McKenzie  
(not all officers were present for all items)

### Matters discussed

1. Amendment C93 Housing Strategy
2. Community Matching Grants
3. Shepparton/Mooroopna Flood Mapping and Intelligence
4. Amendment C121 Rural Land Use Strategy

### Conflict of Interest Disclosures

Matter No	Names of Councillors who disclosed conflicts of interest	Did the Councillor leave the meeting?
	Nil	

*[Note: Details of matters discussed at the meeting that have been designated confidential under section 77 of the Local Government Act 1989 are described in a separate "confidential addendum" that will be reported to the next closed Council meeting]*

# Assemblies of Councillors

*Verbal briefings or meetings with councillors are assemblies of Councillors, as defined in the Local Government Act 1989 and must be properly recorded. An electronic copy of that record saved in the TRIM folder "Assemblies of Councillors" (folder 37/208/0011) and recorded on the Register M09/3170.*

**Name of Meeting** Aerodrome Advisory Committee

**Date of Briefing:** Friday 8 June 2012

**Attendees** (including those who may have only attended for part of the briefing):

Councillors:

- Cr Chris Hazelman

Officers:

- Graeme Pollard
- Andrew Farrell
- Maree Agius

**Disclosures of Conflicts of interest:**

Councillors:

- No disclosures

Officers/Contractors:

- No disclosures

**Matters Considered:**

- New lease charges for hanger owners have been issued
- Business Case Report for the relocation of the Aerodrome
- General maintenance issues

**Additional Matters Raised (if any):**

**Outcomes:**

TRIM: M12/34541

## Record of Assembly of Councillors

Record in accordance with section 80A(1) of the *Local Government Act 1989*

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Name of meeting: **Women's Charter Alliance Advisory Committee Meeting**

Date of meeting: **Monday 18 June, 2012**

### Attendees

Councillors: Cr Jenny Houlihan (Charter Champion)

Staff: Amy Jones, Belinda Collins, Fiona Sawyer, Jacklyn Lamb (Support Person),  
Lisa Eade, Rosemary Pellegrino, Wendy Clark

Community Members Fran Smullen, Nattalie Brown, Patricia Moran

### Matters discussed

1. Welcome/Acknowledgement
2. Review previous minutes and actions
3. Think More Women for Local Government Information Session – Review event
4. Sally Isaac Award 2012
5. LGPro Women's Professional Development Forum
6. Report on Committee activities

### Conflict of Interest Disclosures

Matter No.	Names of Councillors who disclosed conflicts of interest	Did the Councillor leave the meeting?
None	None	None

*[Note: Details of matters discussed at the meeting that have been designated confidential under section 77 of the Local Government Act 1989 are described in a separate "confidential addendum" that will be reported to the next closed Council meeting]*

# Record of Assembly of Councillors

Record in accordance with section 80A(1) of the *Local Government Act 1989*

*Briefings or meetings involving one or more Council officers and four or more councillors and meetings of advisory committees of which at least one councillor is a member are assemblies of councillors, as defined in the Local Government Act 1989 and must be properly recorded. An electronic copy of that record saved in the TRIM folder "Assemblies of Councillors" (folder 37/208/0011) and recorded on the Register M09/3170.*

Name of meeting: **RiverConnect Implementation Advisory Committee Meeting 2012-02**

Date of meeting: **Wednesday 20 June 2012**

## Attendees

Councillors: Cr Polan

Staff: Greg McKenzie, Bonny Schnorrenberg.

## Matters discussed

1. RiverConnect Festival Review
2. Actions list 2012-13
3. RiverSymposium
4. Gemmill's Swamp
5. ANU project
6. Flats Signage
7. Goulburn River Signage

## Conflict of Interest Disclosures

Matter No.	Names of Councillors who disclosed conflicts of interest	Did the Councillor leave the meeting?

*[Note: Details of matters discussed at the meeting that have been designated confidential under section 77 of the Local Government Act 1989 are described in a separate "confidential addendum" that will be reported to the next closed Council meeting]*

## Record of Assembly of Councillors

Record in accordance with section 80A(1) of the *Local Government Act 1989*

*Briefings or meetings involving one or more Council officers and four or more councillors and meetings of advisory committees of which at least one councillor is a member are assemblies of councillors, as defined in the Local Government Act 1989 and must be properly recorded. An electronic copy of that record saved in the TRIM folder "Assemblies of Councillors" (folder **37/208/0011**) and recorded on the Register **M09/3170**.*

Name of meeting: **Councillor Briefing Session**

Date of meeting: **26 June 2012**

### Attendees

Councillors: Cr Polan, Cr Houlihan, Cr Hazelman, Cr Ryan, Cr Dobson, Cr Muto, Cr Crawford

Staff: Gavin Cator, Dwight Graham, Julie Salomon, Dean Rochfort, Peter Harriott, Sharlene Still, Tammi Rose, Jane Still, Wendy Clark, Peter Mangen, Rosemary Scott, Geraldine Christou, Andrew Dainton, Braydon Aitken, Edwina Hoffmann-Madsen, Amanda Tingay, Belinda Collins (not all officers were present for all items)

### Matters discussed

1. 2012/2013 Budget and Submissions
2. Sister City – Korce Albania
3. Shepparton Show Me Terms of Reference
4. Rating Review Strategy
5. Cole/Kmart redevelopment
6. Peppermill Gaming Application
7. Rural and Regional Land Use Strategy
8. Brothel Application
9. Commos Metals
10. Signage Enforcement
11. Car Wreckers Mooroopna
12. Itinerate Traders Policy
13. Notre Dame Collage – Grace Road Campus Application
14. Safer City Cameras Project

### Conflict of Interest Disclosures



Matter No	Names of Councillors who disclosed conflicts of interest	Did the Councillor leave the meeting?
6	Cr Crawford	Yes

*[Note: Details of matters discussed at the meeting that have been designated confidential under section 77 of the Local Government Act 1989 are described in a separate "confidential addendum" that will be reported to the next closed Council meeting]*