



## Community Vision 2040 & Council Plan 2021-25

inc Municipal Public Health  
& Wellbeing Plan



# Alpine Shire Council Community Vision and Council Plan 2021-25

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## Acknowledgement of Country

Alpine Shire Council acknowledges the Dhudhuroa, Gunai-Kurnai, Taungurung, Waywurru and Jaitmathang as the First Peoples and Traditional Custodians of the Alpine Shire and recognise their continued connection to the mountains, valleys and waters of the Alpine Shire.

We recognise the many other Aboriginal and Torres Strait Islander community members across the Shire who contribute to its vibrant communities.

We pay our respects to Elders past and present.





## Mayor's message

The development of the Community Vision and Council Plan has been a fantastic opportunity for Council to re-assess the strategic direction and future aspirations for our community. Alpine Shire has been significantly impacted by natural disaster and the COVID 19 pandemic. However, this Vision and Plan sets our mind firmly on the future and provides a strong direction to pursue.

Throughout development of the Community Vision and Council Plan, we worked closely with our community through broad and deliberative engagement. We welcomed the formation of the Alpine Shire Community Panel, whose members have contributed significant time, knowledge, and creativity in developing these critical documents. The Panel are a valuable resource and are making a positive difference to how we engage with our community. Their recommendations are woven throughout the Community Vision and Council Plan.

As a Council, we accept the responsibility of strengthening and delivering services and infrastructure that support our growing population and encourage visitors to our region. We also acknowledge that the community is seeking strong leadership on critical issues, including affordable housing and climate change.

The Community Vision and Council Plan both envisage strong partnerships with our community, all levels of government, service providers and other stakeholders. We are looking forward to strengthening new and well-established alliances to achieve the goals set out in these plans.

**Cr John Forsyth**  
**Mayor**

## Community Vision 2040

Our people, places and environment enrich our area's resilience, prosperity, and sustainability.

### 1. For those who live and visit

To be connected, supported, and welcomed throughout all stages of life.

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### 2. For a thriving economy

Ideas and industry thrive through a climate sensitive and diverse economy.

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### 3. For bold protection of our future

Our natural environment is protected and preserved.

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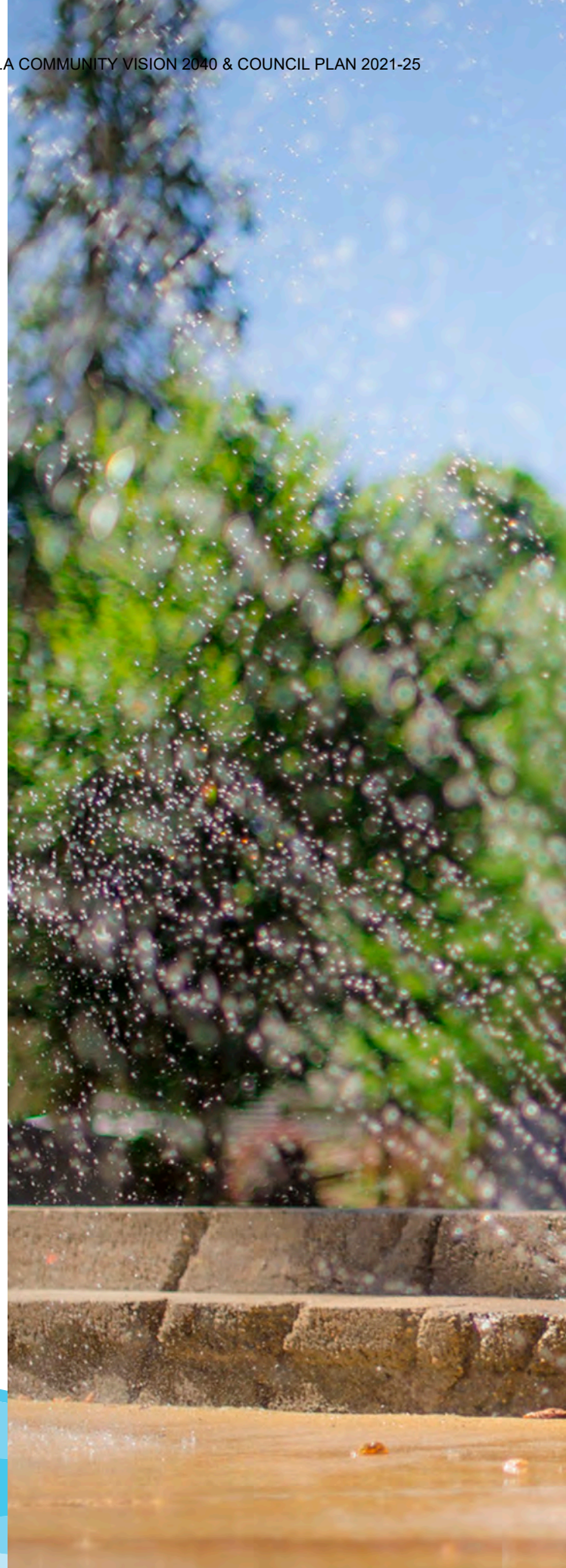
### 4. For the enjoyment and opportunities of our lifestyle

The connection between people and place is strengthened.

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### 5. For strong and informed leadership

Collaborative, bold and evidence-based decision making.





## Your Councillors



**Councillor  
John Forsyth**  
(Mayor)



**Councillor  
Sarah Nicholas**  
(Deputy Mayor)



**Councillor  
Katarina Hughes**



**Councillor  
Ron Janas**



**Councillor  
Tony Keeble**



**Councillor  
Kelli Prime**



**Councillor  
Charlie Vincent**

## Our Organisation

Council is the governing body that appoints a Chief Executive Officer (CEO). The CEO has responsibility for the day-to-day management of operations according to the Council Plan's strategic directions.

The Chief Executive Officer is supported by the Director of Assets and the Director of Corporate Performance and their management teams.





## Our Values

### Accountable

We are accountable and responsible for our decisions and actions, and the impacts of these on our community and the organisation.

### Leadership

We demonstrate leadership by being informed, applying innovative thinking and solutions and making fair and timely decisions in the best interests of our community and the organisation for now and the future.

### Productive

We are productive by focusing on delivering efficient and high quality services and projects that respond to the needs and priorities of our community and the organisation.

### Integrity

We have integrity by being committed, truthful and transparent in our decision making and our interactions with our community and the organisation.

### Nurture

We nurture the relationships, contributions and strengths of our community and the individuals of the organisation.

### Engaged

We are engaged with our community, and within the organisation, to build strong and effective relationships and inform our choices.

## Our Shire

Our magnificent Shire in northeast Victoria is home to more than 12,000 people.

Located about 300km northeast of Melbourne and 50km south of Wangaratta, the Shire boasts mountain ranges, national parks and breathtaking scenery.

The Shire covers 4,790sq km, with 92 per cent of the Shire consisting of public land, including the spectacular Alpine and Mount Buffalo National Parks.

Bright, Myrtleford and Mount Beauty are the biggest towns within the Shire offering an extensive range of accommodation and dining options, with a comprehensive local food and wine on offer.

The climate in the Shire makes it a perfect destination all year round. Bushwalkers enjoy the summer months and snow enthusiasts flock to the Alps during winter.

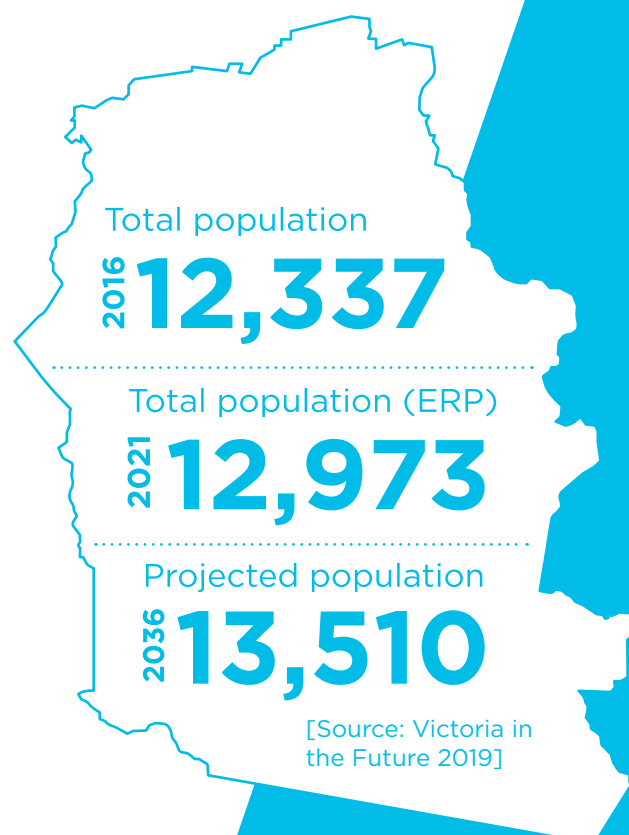
Locals take advantage of shared tracks and trails, with mountain bike riding proving popular across all age groups.

Picturesque rivers meander through the Shire providing relief from the summer heat. Swimming holes offer great entertainment and a refreshing cool off for everyone.

It is also a great spot to see local wildlife, including fish, frogs, platypus and turtles which call our region home. Fishing is enjoyed all year round.

Picnic spots and walking tracks are dotted throughout the Shire providing easy access for visitors and locals to enjoy the picturesque surrounds, including dramatic views and wildflower displays.

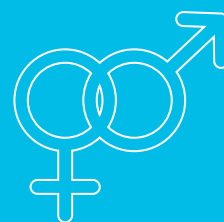
## Our Community



## If our Shire were **100** people

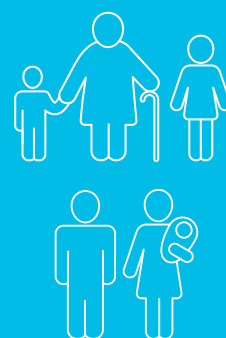
### Gender

**51** Women  
**49** Men



### What age are we?

**21** 0-19 years  
**16** 20-39 years  
**30** 40-59 years  
**27** 60-79 years  
**6** 80+ years



### Where do people live?

**19** Bright  
**11** Buffalo River/Gapsted & district  
**20** Harrietville/Porepunkah/  
Dinner Plain & district  
**14** Mount Beauty /Tawonga South  
**26** Myrtleford  
**10** Tawonga/Kiewa Valley

## For every **100** people in our Shire

### Who are we?

**1** Aboriginal Torres Strait Islander  
**14** people born overseas  
**10** speak languages other than English at home



**5** people need assistance with core activity  
**4** people have a severe or profound disability



## For every 100 people in our Shire



### Home ownership

- 45** people own their home
- 30** people are purchasing their home
- 22** people rent their home
- 78** people access the internet from their home

### Income

- 29** people have a gross weekly income of less than \$650
- 3** people are unemployed



### Employment by industry

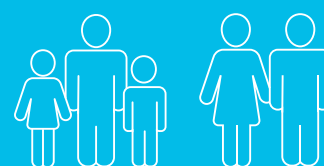
- 14** work in accommodation and food services
- 11** work in health care and social assistance
- 10** are retail traders
- 9** work in agriculture, forestry and fishing
- 9** work in manufacturing

### Education

- 15** people have a bachelor's degree or above
- 38** people completed year 12 or equivalent
- 51** people did not complete year 12



### Our families



- 13** one-parent families
- 35** couple families with children
- 51** couple families without children

### Health & wellbeing

- 15** people report high or very high psychosocial distress
- 24** people have had anxiety or depression
- 45** people do not meet the physical activity guidelines
- 57** people do not meet the dietary guidelines for fruit and vegetable consumption
- 59** people are overweight or obese
- 18** people have asthma
- 4** people have type 2 diabetes



[Sources: ABS cat 2001.0, Profile ID, Victorian Public Health Survey 2017, DHHS 2017 Local Government Area (LGA) Statistical Profiles]

## About the Community Vision 2040 and Council Plan 2021-25

### Community Vision

The Community Vision was developed by Council with assistance from our community under guidance from the *Local Government Act 2020 (the Act)*. A Community Vision is a long-term aspirational statement that sets the strategic direction for Council to pursue. The Vision takes a broad view of the future where the Council, community, all levels of government, service providers and private industry work together to achieve long term goals.

Alpine Shire's Community Vision looks forward to 2040. It has been developed in collaboration with the community through broad community engagement and more targeted deliberative engagement. The Vision consists of an overarching vision statement that is expanded upon by exploring the five strategic drivers that frame the Council Plan.

### Council Plan

The Council Plan 2021-2025 is Council's commitment to delivering to its community a progressive and future-focused framework that will see the Shire continue to grow and prosper in balance with our natural environment.

The Council Plan, developed by Council under guidance from the *The Act* is required to be adopted by 31 October in the year following a general election. Council must address the strategic planning principles outlined in the Act in the preparation of its Council Plan and other strategic plans.

The Plan must reference the Community Vision and set the strategic direction of Council for the 2020-24 term. The Plan is an instrument for ensuring an integrated approach is taken to planning, monitoring and performance reporting.

Alpine Shire's Council Plan incorporates Council's Municipal Public Health and Wellbeing Plan (MPHWP), which highlights Council's commitment to gender equality and the community's goals and strategies to ensure that public health and wellbeing is maximised within the Alpine Shire.

Council formulated the Plan through extensive community consultation and deliberative engagement. Deliberative engagement was undertaken by engaging with a Community Panel of 46 people who were recruited based on their representation of the community's demographics. The recommendations of the Panel are interlaced throughout the Plan and the Community Vision.

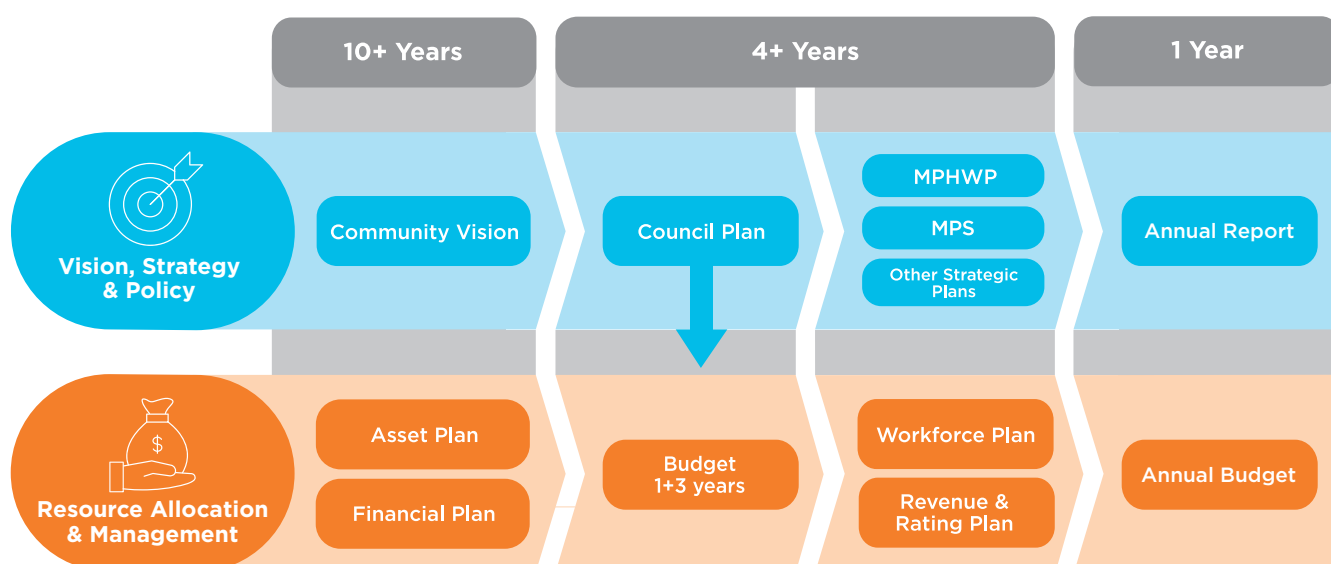




## Integrated Strategic Planning and Reporting Framework

The Community Vision and the Plan are critical components of the planning and accountability framework for Council. The documents establish the Vision, Strategy, and Policy direction for the Council over the medium and long term.

The diagram below demonstrates the integration required of all plans across the framework.



## The engagement process

### Stage 1 Broad engagement

Broad engagement was conducted between 1 March to 5 April 2021 to gather feedback from the community on three key questions:  
**Where are we now? Where do we want to be? How do we get there?**

People participated in this engagement by completing an online survey, attending community pop-ups, or joining an online workshop. A total of 368 people told us the characteristics and values that they see as defining the identity of the area they want to maintain including:

- A community that is vibrant, collaborative and connected
- The rural character of the area
- Valuing and protecting the natural environment
- Access to outdoor activities
- Excellent infrastructure

The areas to address to increase the liveability of the Shire include:

- Affordable and available housing
- Planning and retaining rural lifestyle
- Preserving the natural environment
- Diversifying the economy
- Balancing the needs of residents with supporting tourism activities and infrastructure
- Ensuring infrastructure keeps pace with population growth and visitor amenity

The broad engagement findings identified four key areas that framed the deliberative engagement process. The four key areas were:

- Community
- Economy
- Environment
- Infrastructure

### Stage 2 Deliberative engagement

Council conducted a random and open recruitment process that resulted in 46 community members that strongly represented the demographics of the community. The group formed a Community Panel (the Panel). The purpose of the Panel was to explore, refine, prioritise, and deliberate to develop objectives that would inform the development of the Community Vision and the Plan.

Panel members received an induction, a briefing report and summary engagement report to inform their deliberations. The Panel voted to include an additional key area of 'Housing affordability' and met across six sessions where they deliberated to form draft strategic objectives.

Each draft objective required 75 per cent approval to indicate consensus. The Panel developed 14 draft strategic objectives across the four critical areas. These draft objectives were the basis for the development of the Community Vision and the Plan.

### Stage 3 Development of the Plan structure

Council prepared a draft structure for the Community Vision and the Plan. The work of the Panel can be seen throughout the Plan in various forms, including strategic objectives or strategies. The five strategic drivers that were developed to frame the Community Vision and the Plan are:

- For those who live and visit
- For a thriving economy
- For bold protection of our future
- For the enjoyment and opportunities of our lifestyle
- For strong and informed leadership



# Municipal Public Health & Wellbeing Plan



Each Council in Victoria will develop a Municipal Public Health and Wellbeing Plan (MPHWP).

## How was the Plan developed?

A thorough examination of the health and wellbeing status and determinants of the Shire has been conducted to identify areas of improvement. These priority areas were explored through community engagement and refined with the Alpine Local Area Primary Care Partnership. This is a group of health and wellbeing service providers that work with Council to ensure a collaborative and aligned approach to address health and wellbeing issues in the Shire.

Together, we identified evidence-based goals to achieve maximum health and wellbeing. The Plan includes input from the local community and outlines how Council will work with its partners to achieve its goals.

## Priority areas

The priority areas for the 2021-2025 Council's MPHWP are:

1. Increasing healthy eating and physical activity
2. Reducing the impact of climate change on health and wellbeing
3. Improving mental wellbeing
4. Preventing all forms of violence

## Health and Wellbeing indicators



Strategic objective that forms part of the MPHWP



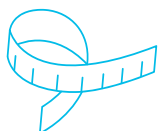
Strategic objective that will have a positive impact on the MPHWP

## Municipal Public Health & Wellbeing Plan

### 1. Increasing healthy eating and active living

#### » People obese

2011-2012 **18.9%**  
2017 **25.6%**



#### » People overweight (pre-obese)

2011-2012 **49.7%**  
2017 **58.8%**

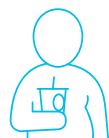


#### » Those who complied with vegetable consumption guidelines only

2014 **10.4%**  
2017 **8.2%**

#### » Those who complied with fruit consumption guidelines only

2014 **55.1%**  
2017 **40.6%**



#### » Alpine Shire Council has a **higher proportion** of people who **did not** meet fruit and vegetable consumption guidelines than the statewide average

#### » The proportion of the population who were sedentary

2014 **2.7%**  
2017 **0.9%**



#### » **45.3%** of people did not meet physical activity guidelines

#### » **16.2%** of people in Alpine Shire sat for more than 7 hours a day



#### » **14.6%** of people self-assessed their health as fair or poor



### Strategies

- Advocate for and promote local producers of healthy, fresh food
- Work with community organisations and neighbourhood houses to increase access to healthy food
- Support regional initiatives to strengthen education about healthy foods and food security
- Promotion and education of healthy food choices
- Support programs that increase participation in physical activity
- Provide facilities and infrastructure that give opportunities for physical activity and active living
- Support and facilitate access to affordable activities that all people can participate in

[Sources: Victorian Population Health Survey 2017, Victorian Population Health Survey 2014, North East Catchment Management Authority, Regional Climate, Climate explorer, Crime Statistics Agency, Victoria and Women's Health Victoria, Womens Health Atlas, Alpine Shire Council]

## Municipal Public Health & Wellbeing Plan

### 2. Reducing the impact of climate change on health

INDICATOR	1986-2005 average per year	Projected change 2050's high emissions
Heatwave - more than 3 days above 35 degrees - occurrence (Bright)	0.2	1.2
Max temp monthly January (Bright)	26.6 degrees	29.1 degrees
Min temp monthly January (Bright)	12 degrees	13.3 degrees
Days below 0 degrees July (Bright)	9.1 days	5.3 days
Days below 2 degrees July (Bright)	17.8 days	13.8 days
Estimated rainfall mm annually (Bright)	1028.8	1033.5

North East Catchment Management Authority, Climate Explorer, <https://necma.spatialvision.com.au/climateexplorer/> as at 21 July 2021

Climate change will impact people with lung complaints, allergies, those more susceptible to heat stress, depression and anxiety. For Alpine Shire Council, vulnerable cohorts include:

- » **More smokers**
- » **Chronic Obstructive Pulmonary Disorder** is the **third-highest** reason for hospital admission
- » **18%** of people have asthma
- » **23.8%** of people suffer from anxiety and depression

#### Strategies

- Lead community education about the impact of climate change on health
- Advocate and facilitate greater public, community, and active transport options
- Work with partners to support local and regional initiatives to adapt to, and mitigate the effects of climate change

### 3. Improving mental wellbeing

- » **61%** of the adult population have a mild level of psychological distress
- » **6.5%** of adults have very high psychosocial distress
- » **23.8%** of the population have been diagnosed with anxiety or depression
- » Women are more likely to seek professional help for mental health problem

**Men** 6.4%  
**Women** 27.1%



#### Strategies

- Work with partners and the community to raise awareness and understanding of mental health and wellbeing and its impacts
- Support social connection through accessible and inclusive Council meetings, programs, events and engagement
- Increase access to information about the availability of mental health and wellbeing services and how to access them

[Sources: Victorian Population Health Survey 2017, Victorian Population Health Survey 2014, North East Catchment Management Authority, Regional Climate, Climate explorer, Crime Statistics Agency, Victoria and Women's Health Victoria, Womens Health Atlas, Alpine Shire Council]

## Municipal Public Health & Wellbeing Plan

### 4. Preventing all forms of violence

- » Family violence rate per 100,000

**2019-20**  
**948.8**  
**(122 incidents)**

**2018-19**  
**1053.5**  
**(135 incidents)**

**2017-18**  
**777.7**  
**(99 incidents)**



- » Of the top five principal offence sub-groups in the Shire in 2021:

**Breaches of family violence order ranked: 1st**

**Family Violence common assault ranked: 5th**



- » Women are substantially more likely to be lone parents than men

**Women 78**  
**Men 22**



- » Women are more likely to provide unpaid assistance to a person with a disability than men

**Women 11**  
**Men 8**



- » Women were more than twice as likely to conduct unpaid domestic work than men

**Women 29**  
**Men 13**



- » Women are more likely than men to be living on their own over the age of 75 years

**Women 4**  
**Men 2**



- » Women are significantly more likely to experience homelessness

**Women 69**  
**Men 28**

#### Strategies

- Work with partners to increase access to information, programs and services for those impacted by family violence
- Collaborate with local and regional partners to raise awareness of family violence and gender equality and how to respond to it
- Strengthen gender equality practices

[Sources: Victorian Population Health Survey 2017, Victorian Population Health Survey 2014, North East Catchment Management Authority, Regional Climate, Climate explorer, Crime Statistics Agency, Victoria and Women's Health Victoria, Womens Health Atlas, Alpine Shire Council]



# Council Plan



# Structure of the Community Vision and Council Plan

## Community Vision

A long-term vision that outlines the aspirations and goals of the Alpine Shire community.

## Strategic Drivers

Focus areas identified through community and deliberative engagement that are critical to achieving the community's Vision and frame the Council Plan.

## Council Plan ('the Plan')

A four-year plan that outlines Council's role and how it will pursue the aspirations and goals outlined in the Community Vision, Municipal Public Health and Wellbeing Plan and other strategies and plans developed by Council.

## Strategic Objectives

The Objectives for delivering on our Strategic Drivers.

## Strategies

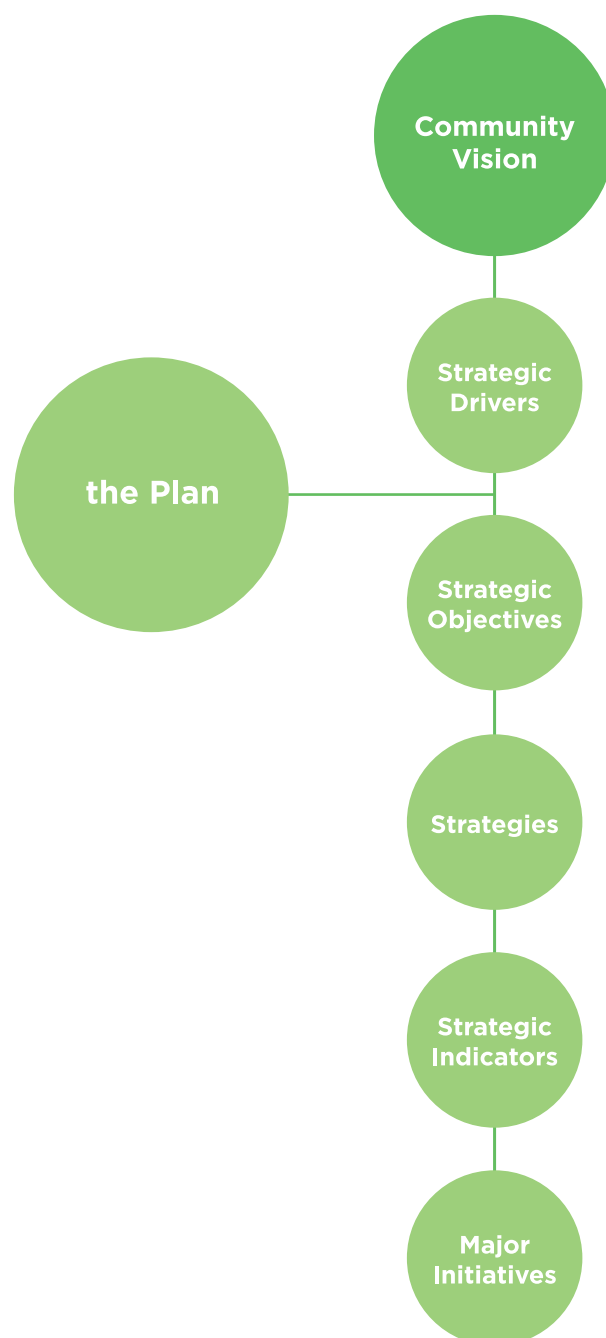
Strategies describe how we will achieve our objectives over the next four years.

## Strategic Indicators

Strategic Indicators for monitoring the achievement of our objectives.

## Major Initiatives

The major actions we will deliver that will help to achieve our strategic objectives.



# 1. For those who live and visit

## Vision

To be connected, supported, and welcomed throughout all stages of life

## Strategic objectives

### 1.1 A community that is active, connected and supported



#### Strategies

- 1.1.1** Develop a framework that supports and fosters the renewal of volunteers
- 1.1.2** Strengthen partnerships with community groups to foster collaboration
- 1.1.3** Strengthen community organisations and volunteers with community grants

### 1.2 Services and resources that enhance health and wellbeing



- 1.2.1** Provide contemporary library services
- 1.2.2** Advocate for health services that support the needs of the community and visitors
- 1.2.3** Advocate for education pathways that support growth and development across all stages of life
- 1.2.4** Support residents at critical life stages, including early childhood, youth and seniors
- 1.2.5** Raise awareness of, and advocate for people of all abilities to improve access and inclusion

### 1.3 A caring community



- 1.3.1** Strengthen relationship with Traditional Owners
- 1.3.2** Engage, recognise and support our young people
- 1.3.3** Identify and implement solutions to improve housing availability and affordability
- 1.3.4** Raise awareness of, and advocate for gender equality

### 1.4 Increasing healthy eating and active living



- 1.4.1** Advocate for and promote local producers of healthy, fresh food
- 1.4.2** Work with community organisations and neighbourhood houses to increase access to healthy food
- 1.4.3** Support regional initiatives to strengthen education about healthy foods and food security
- 1.4.4** Promotion and education of healthy food choices

**1.4.5** Support programs that increase participation in physical activity

**1.4.6** Provide facilities and infrastructure that give opportunities for physical activity and active living

## 1.5 Improving mental wellbeing



**1.5.1** Work with partners and the community to raise awareness and understanding of mental health wellbeing and its impacts

**1.5.2** Support social connection through accessible and inclusive Council meetings, programs, events and engagement

**1.5.3** Increase access to information about the availability of mental health and wellbeing services and how to access them

## 1.6 Preventing all forms of violence



**1.6.1** Work with partners to increase access to information, programs and services for those impacted by family violence

**1.6.2** Collaborate with local and regional partners to ensure that any issues identified in Gender Impact Assessments relating to the prevention of violence are prioritised and addressed.

## Delivery of Major Initiatives

- Develop a Reflect Reconciliation Action Plan - 2022
- Undertake research, strategy development and advocacy to address housing affordability - 2021-2025
- Undertake the Key Worker Housing Pilot Project - 2021-2022
- Develop and implement the Alpine Shire Council Access and Inclusion Plan - 2021-2025

## Guiding legislation and plans

- *Gender Equality Act 2020*
- Community grants guidelines
- North East Local Food Strategy 2018-2022
- Ending Family Violence – Victoria's Plan for Change



Strategic objective that forms part of the MPHWP



Strategic objective that will have a positive impact on the MPHWP

## Strategic Indicators

- Number of visits to aquatic facilities per head of population
- Active library borrowers in municipality
- Cost of library service per population
- Participation in the Maternal Child Health Service
- Participation in supported playgroups

## 2. For a thriving economy

### Vision

Ideas and industry thrive through a climate sensitive and diverse economy

### Strategic objectives

#### 2.1 Diverse reasons to visit

##### Strategies

- 2.1.1** Promote and facilitate events across the Alpine Shire
- 2.1.2** Balance tourism growth with amenity and environmental impacts
- 2.1.3** Increase geographic and seasonal visitor dispersal
- 2.1.4** Effectively manage and maintain tourism infrastructure

#### 2.2 Innovative and sustainable business development that supports year-round benefit

- 2.2.1** Support and encourage a diverse, sustainable and resilient business community
- 2.2.2** Support the agricultural sector and promote diversification to improve resilience
- 2.2.3** Protect agricultural land
- 2.2.4** Encourage and support a diverse range of industry and investments that are climate sensitive
- 2.2.5** Collaborate with industry and partners to support education, skill development and employment opportunities

#### 2.3 Access to technology that meets our evolving needs

- 2.3.1** Advocate for improved digital connectivity

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## Delivery of Major Initiatives

- Implement the Alpine Shire Council Economic Development Strategy - 2021-2025
- Develop a Telecommunications Strategy - 2022
- Develop and implement the Alpine Shire Council Events Strategy - 2021-2025

## Guiding legislation and plans

- Alpine Shire Council Economic Development Strategy
- Alpine Planning Scheme

## Strategic Indicators

- Number of small businesses and light industry in the Shire
- Number of permitted festivals and events in the Shire
- Number of overnight and day trip visitors

## 3. For the bold protection of our future

### Vision

Our natural environment is protected and preserved

### Strategic objectives

#### 3.1 Decisive leadership to address the impacts and causes of climate change



##### Strategies

- 3.1.1** Achieve net-zero greenhouse gas emissions from Council activities by 2023
- 3.1.2** Increase the capacity of the community to mitigate and adapt to climate change

#### 3.2 Stewardship and care of our natural environment

- 3.2.1** Partner with the North East Catchment Management Authority to protect and enhance our waterways
- 3.2.2** Advocate for the protection of our natural habitats

#### 3.3 Responsible management of waste

- 3.3.1** Reduce waste and enhance resource recovery

#### 3.4 A community that is prepared for, can respond to, and recover from emergencies



- 3.4.1** Prepare for emergency response and recovery
- 3.4.2** Value and support the Alpine Resilience Committee and Alpine Shire Community Recovery Committee

#### 3.5 Reducing the impact of climate change on health



- 3.5.1** Lead community education about the impact of climate change on physical and mental health as well as social wellbeing
- 3.5.2** Advocate for, and develop strengthened public, community and active transport options
- 3.5.3** Work with partners to support local and regional initiatives to adapt to, and mitigate the effects of climate change

## Delivery of Major Initiatives

- Implement the Alpine Shire Council Climate Action Plan - 2021-2025
- Implement a Food Organics Garden Organics (FOGO) collection service - 2022
- Implement a container deposit scheme and support local resident use of the program - 2023
- Implement the Alpine Shire Council Event Waste Management Strategy - 2021-2025
- Maintain the Alpine Shire Council Municipal Emergency Management Plan - 2021-2025

## Strategic Indicators

- Increase kerbside collection waste diverted from landfill
- Net Zero Greenhouse Gas Emissions - 2023
- Community satisfaction with waste management performance - Target 70

## Guiding legislation and plans

- Alpine Community Recovery Committee - Community Recovery Plan
- Alpine Shire Council Municipal Emergency Management Plan
- Alpine Planning Scheme
- Alpine Shire Council Climate Action Plan



Strategic objective that forms part of the MPHWP



Strategic objective that will have a positive impact on the MPHWP

## 4. For the enjoyment and opportunities of our lifestyle

### Vision

The connection between people and place is strengthened

### Strategic objectives

#### 4.1 Conservation and promotion of the distinct character across the Shire

##### Strategies

- 4.1.1 The character and heritage of our townships and settlements are respected and retained
- 4.1.2 Our iconic alpine and rural landscapes are protected

#### 4.2 Planning and development that reflects the aspirations of the community

- 4.2.1 The development of our townships, settlements and landscapes is managed sensitively and sustainably
- 4.2.2 Adequate, inclusive and sustainable housing
- 4.2.3 Provide an efficient and effective planning service
- 4.2.4 Maintain a current Planning Scheme that reflects the development aspirations of the community and supports sustainable development

#### 4.3 Accessible parks that promote active and passive recreation



- 4.3.1 Maintain Council's parks, trees and reserves
- 4.3.2 Support and facilitate access to affordable activities that all people can participate in
- 4.3.3 Encourage co-location and multi-use of facilities to expand the offering of activities

#### 4.4 Diverse arts and cultural experience

- 4.4.1 Support the evolving cultural needs and aspirations of our community

#### 4.5 Assets for our current and future needs

- 4.5.1 Ensure our assets are optimised for the benefit of our community

## Delivery of Major Initiatives

- Dargo High Plains Road upgrade - 2023
- Mount Beauty Airport upgrade - 2022
- Review and adopt the Alpine Shire Council Asset Plan - 2022
- Develop and implement the Alpine Shire Council Land Development Strategy - 2021-2025
- Develop the Alpine Shire Council Housing Affordability Strategy - 2023
- Complete the Bright Western Gateway Precinct Structure Plan - 2024
- Develop and implement the Alpine Shire Council Active Alpine Sport and Recreation Plan - 2021-2025

## Guiding legislation and plans

- *Disability Discrimination Act 1992*
- Alpine Planning Scheme



Strategic objective that forms part of the MPHWP

## Strategic Indicators

- Community satisfaction with sealed local roads - Target 60
- Time taken to decide planning applications - Target 60 days
- Planning applications decided within required time frames - 70%
- Sealed roads maintained to condition standards

## 5. For strong and informed leadership

### Vision

Collaborative, bold and evidence-based decision making

### Strategic objectives

#### 5.1 Effective communication and engagement

##### Strategies

- 5.1.1** Improve community engagement participation and access
- 5.1.2** Strengthen our deliberative engagement process to inform decision-making
- 5.1.3** Drive excellent customer service with improved systems and processes

#### 5.2 A responsible, transparent and responsive organisation



- 5.2.1** Maintain transparent governance and decision making that meets legislative requirements
- 5.2.2** Maintain an effective risk management framework
- 5.2.3** Maintain a sustainable financial plan
- 5.2.4** Strengthen gender equality practices
- 5.2.5** Explore alternative income streams to strengthen financial sustainability
- 5.2.6** Maintain a skilled organisation with a positive culture

#### 5.3 Bold leadership, strong partnerships and effective advocacy

- 5.3.1** Strengthen regional partnerships to enhance service delivery, funding opportunities and advocacy
- 5.3.2** Strengthen relationships with Alpine resorts and tourism bodies to enhance our regional offer
- 5.3.3** Strengthen relationships with State and Federal Governments to enhance funding opportunities and advocacy

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## Delivery of Major Initiatives

- Review and adopt the Alpine Shire Council Financial Plan - 2021
- Develop and implement a Gender Equality Action Plan - 2022
- Develop and implement the Alpine Shire Council Workforce Plan - 2021-2025

## Guiding legislation and plans

- *Local Government Act 2020*
- *Gender Equality Act 2020*
- Alpine Shire Council Community Engagement Policy
- Alpine Shire Council Revenue and Rating Plan 2021-2025

## Strategic Indicators

- Council decisions made at meetings closed to the public
- Councillor attendance at council meetings
- Community satisfaction with Council's community consultation and engagement performance - Target 60
- Working Capital (Current assets as percentage of current liabilities)
- Community satisfaction with Council's overall performance - Target 70



Strategic objective that forms part of the MPHWP

## Reporting on the Plan

To be transparent and accountable, Council is committed to regularly monitoring and reporting progress on the Plan to the Alpine Shire community.

Each quarter across the Financial Year, a progress report will be prepared and presented to an open Council Meeting.

Council will measure its success based on the Strategic Indicators and report on Major Initiatives under each Strategic Driver of the Plan through the Annual Report each year.

In addition, public health and wellbeing matters and deliverables of the MPHWP will be monitored, reported, and reviewed annually to ensure the community's health and wellbeing remain at the forefront of the Council's strategic planning.

The Plan will be reviewed, if required, to identify and address changing circumstances and reflect the community's priorities.





[alpineshire.vic.gov.au](http://alpineshire.vic.gov.au)

A stylized graphic of a mountain range in the bottom right corner, composed of several overlapping, semi-transparent light blue and white geometric shapes that resemble mountain peaks and ridges.



# Financial Plan

2021/22 to 2030/31



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*Cover image: Bright streetscape blossoms (photography credit: James Davidson)*

# 1. Executive Summary

The Financial Plan provides a 10-year financial projection that supports the commitments and provides the resources necessary to meet the objectives within the Community Vision and Council Plan.

The Financial Plan has been developed in the context of the following strategic planning principles:

1. Council has an integrated approach to planning, monitoring and performance reporting.
2. Council's Financial Plan addresses the Community Vision by funding the aspirations of the Council Plan. The Council Plan Strategic Objectives and Strategies have been developed in the context of the Community Vision.
3. The Financial Plan statements articulate the 10-year financial resources necessary to implement the Strategic Objectives and Strategies in the Council Plan to work towards realising the Community Vision.

In addition to planning for the delivery of the Community Vision and the Council Plan, resource planning is important for ensuring that Council remains financially sustainable in the long term and considers the future renewal requirements for significant Council infrastructure.

Alpine Shire Council has prepared this Financial Plan to provide a longer-term perspective on the impact of financial decisions on the ongoing financial sustainability of the Council.

The Financial Plan strategic objectives include:

1. Maintaining a viable cashflow and positive working capital, ensuring that Council remains financially sustainable in both the short and long-term and ensuring that Council can:
  - a. fund and maintain its current operations, including its current level of service provision
  - b. meet the financial requirements needed to deliver the commitments in the Council Plan, and support the aspirations of the Community Vision
2. Maintaining and improving Council's revenue by:
  - a. Setting rate increases in accordance with the Fair Go Rates system (rate cap) and Revenue and Rating Plan
  - b. Continuing to pursue grant funding for additional programs, services, and capital works from the State and Federal governments
  - c. Ensuring that the community make a reasonable contribution to the cost of services through appropriate fees and charges consistent with adopted strategies to offset operational expenses
  - d. Seeking alternative revenue streams and external funding opportunities to strengthen financial sustainability
  - e. Maintaining zero debt funding

3. Responsible infrastructure management by:

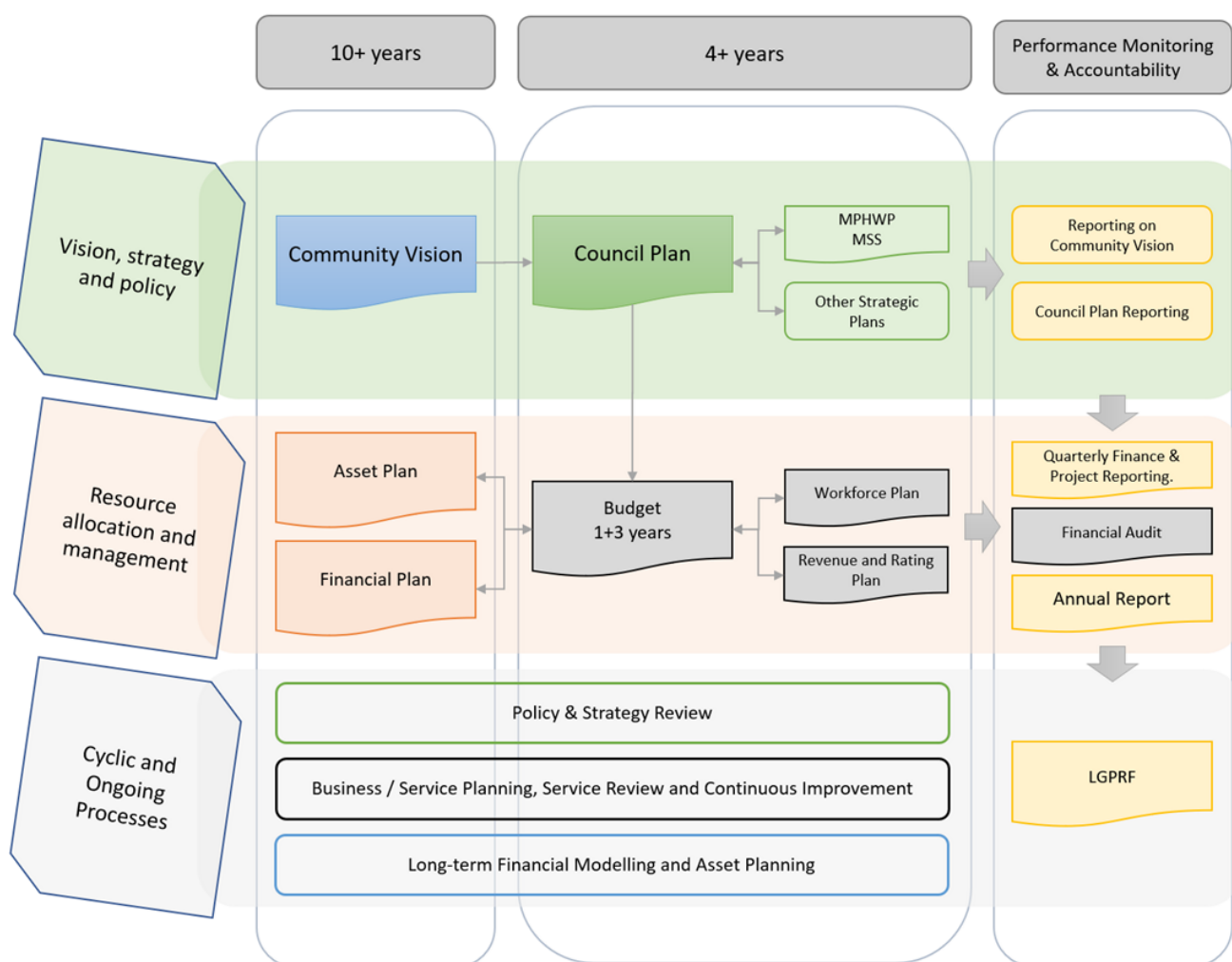
- a. Renewing assets at the optimum point in their lifecycle to maximise value of the asset to the community; and
- b. Considering the impact on operational expenditure and future renewals requirements when making decisions about investment in new and upgraded infrastructure.
- c. Developing a 10-year Asset Plan pursuant to *Local Government Act 2020 (LGA 2020)*

This plan supports the Community Vision and Council Plan, the Alpine Shire Council's Community Panel's recommendations, and our responses to them. It is a responsible plan that provides for the delivery of critical project and services while safeguarding the future sustainability of Council.

## 2. Legislative Requirements

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

The following figure demonstrates how each element might inform or be informed by other parts of the integrated framework.



## 2.1 STRATEGIC PLANNING PRINCIPLES

The Financial Plan provides a 10 year financially sustainable projection regarding how the actions of the Council Plan may be funded to achieve the Community Vision. The Financial Plan is developed in accordance with the strategic planning principles under section 89 of the LGA 2020. Council has undertaken the following to meet those principles:

1. Council has an integrated approach to planning, monitoring and performance reporting.
2. Council's Financial Plan addresses the Community Vision by funding the aspirations of the Council Plan. The Council Plan Strategic Objectives and Strategies have been developed in the context of the Community Vision.
3. The Financial Plan statements articulate the 10-year financial resources necessary to implement the Strategic Objectives and Strategies in the Council Plan to work towards realising the Community Vision.
4. Council's strategic planning principles identify and address the risks to effective implementation of the Financial Plan. The financial risks are included at section 2.2.2 below.
5. The Financial Plan provides for the strategic planning principles of monitoring progress and conducting reviews to identify and adapt to changing circumstances.

## 2.2 FINANCIAL MANAGEMENT PRINCIPLES

The Financial Plan demonstrates the following financial management principles incorporated in section 101 of the LGA:

1. Revenue, expenses, assets, liabilities, investments, and financial transactions are managed in accordance with Council's financial policies and strategic plans.
2. Management of the following financial risks:
  - a. the financial viability of the Council (refer to section 3.1 Financial Policy Statements).
  - b. the management of current and future liabilities of Council. The estimated 10 year-liabilities are disclosed in section 4.2 Balance Sheet projections.
  - c. the beneficial enterprises of Council (where appropriate).
3. Financial policies and strategic plans are designed to provide financial stability and predictability to the community.
4. Council maintains accounts and records that explain its financial operations and financial position (refer section 4 Financial Statements)

## 2.3 ENGAGEMENT PRINCIPLES

The Financial Plan identifies the financial resources required to deliver the first 10 years of the Community Vision and the entirety of the Council Plan. Council has implemented the following consultation process in compliance with the engagement principles in section 56 of the LGA as follows:

1. Council commenced engaging the broader community during March and April 2021, to gather feedback using online surveys, inviting attendance at community pop-ups, and workshops. A total of 368 community members contributed to these engagement opportunities, which focused on three key questions: Where are we now? Where do we want to be? How do we get there?
2. Following the broader engagement, four themes were identified, being: Community; Economy; Environment; and Infrastructure. These key areas were used to frame the deliberative engagement process, where Council invited interested community members to become part of a Community Panel. The 46 Community Panel members representing the demographics across the Shire were then invited to take part in six deliberative engagement sessions during May/June 2021 to explore, refine, prioritise and deliberate to develop strategic objectives that would inform the development of the Community Vision, Council Plan and Financial Plan. Participants were provided with induction information including baseline financial information at the commencement of the sessions.
3. The draft Financial Plan was drafted to support the commitments made and provide the resources necessary to meet the objectives within the Community Vision and Council Plan.
4. The draft Financial Plan will be released for public submissions for a period of 28 days following the August Council meeting.
5. Community engagement will be conducted using local news outlets and social media, and a session with the Community Panel.
6. After consideration of those submissions, a final version will be presented to October Council meeting for adoption.

## 2.4 SERVICE PERFORMANCE PRINCIPLES

Council services are designed to be for a purpose, targeted to community needs and value for money. The service performance principles are outlined in section 106 of the LGA 2020. Council has undertaken the following to meet those principles:

1. Services are provided in an equitable manner and are responsive to the diverse needs of the community. The Council Plan is designed to identify the major initiatives to be delivered to the community. The Financial Plan provides the mechanism to demonstrate how the service aspirations within the Council Plan may be funded.
2. Services are accessible to the relevant users within the community.

3. Council provides quality services that provide value for money to the community. The Local Government Performance Reporting Framework (LGPRF) is designed to communicate council's performance regarding the provision of quality and efficient services.
4. Council will seek to continuously improve service delivery.
5. Council is developing a Complaints Policy that will include a fair and effective process for considering and responding to community feedback and complaints regards service provision.

## 2.5 ASSET PLAN INTEGRATION

The *Local Government Act 2020* Section 92 requires Council to develop, adopt and keep in force an Asset Plan in accordance with its deliberative engagement practices. Council must adopt an Asset Plan under Section 92 by 30 June 2022.

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

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

The Asset Plan is designed to inform the 10-year Financial Plan by identifying the amount of capital renewal, backlog and maintenance funding that is required over the life of each asset category. The level of funding will incorporate knowledge of asset condition, the risk assessment issues as well as the impact of reviewing and setting intervention and service levels for each asset class.

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

### 3. Financial Plan Context

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

#### 3.1 FINANCIAL POLICY STATEMENTS

This section defines the policy statements, and associated measures, that demonstrates Council's financial sustainability to fund the aspirations of the Community Vision and the Council Plan.

Policy Statement	Measure	Target	Forecast Actual										
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Consistent underlying surplus results	Adjusted underlying surplus (deficit) / Adjusted underlying revenue greater than 0%	0%	-0.6%	-9.7%	-1.8%	-0.9%	-0.2%	-7.4%	0.6%	0.8%	1.0%	1.1%	1.3%
Ensure Council maintains sufficient working capital to meet its debt obligations as they fall due.	Current Assets / Current Liabilities between 1.20 and 3.50	1.20-3.50	4.59	4.15	4.39	4.08	4.27	3.72	3.66	3.59	3.51	3.51	3.51
Allocate adequate funds towards renewal capital in order to replace assets and infrastructure as they reach the end of their service life.	Asset renewal expenses / Depreciation above 100%	100%	55.5%	105.7%	127.9%	102.7%	102.7%	102.7%	102.6%	102.6%	102.6%	102.5%	102.5%
That Council applies loan funding to new capital and maintains total borrowings in line with rate income and growth of the municipality.	Total borrowings / Rate revenue to remain at 0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Council maintains sufficient unrestricted cash to ensure ongoing liquidity as well as to address unforeseen cash imposts if required.	Unrestricted cash / current liabilities to be maintained above 80%	>80%	398%	355%	377%	352%	365%	365%	315%	306%	299%	293%	292%

## 3.2 STRATEGIC ACTIONS

Council has identified the following strategic actions that support the aspirations of the Council Plan and ensure ongoing financial sustainability. These strategic actions are included to the 10-year Financial Plan.

The Financial Plan strategic objectives include:

2. Maintaining a viable cashflow and positive working capital, ensuring that Council remains financially sustainable in both the short and long-term and ensuring that Council can:
  - a. fund and maintain its current operations, including its current level of service provision
  - b. meet the financial requirements needed to deliver the commitments in the Council Plan, and support the aspirations of the Community Vision
2. Maintaining and improving Council's revenue by:
  - a. Setting rate increases in accordance with the Fair Go Rates system (rate cap) and Revenue and Rating Plan
  - b. Continuing to pursue grant funding for additional programs, services, and capital works from the State and Federal governments
  - c. Ensuring that the community make a reasonable contribution to the cost of services through appropriate fees and charges consistent with adopted strategies to offset operational expenses
  - d. Seeking alternative revenue streams and external funding opportunities to strengthen financial sustainability
  - e. Maintaining zero debt funding
3. Responsible infrastructure management by:
  - a. Renewing assets at the optimum point in their lifecycle to maximise value of the asset to the community; and
  - b. Considering the impact on operational expenditure and future renewals requirements when making decisions about investment in new and upgraded infrastructure.
  - c. Developing a 10-year Asset Plan pursuant to *Local Government Act 2020 (LGA 2020)*

### 3.3 ASSUMPTIONS TO THE FINANCIAL PLAN STATEMENTS

This section presents information regarding the assumptions to the Comprehensive Income Statement for the 10 years from 2021/22 to 2030/31.

The assumptions comprise the description and annual escalations for each income and expenditure line item contained in the Comprehensive Income Statement for the 10-year period.

Escalation Factors % movement	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
CPI	1.50%	1.75%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Growth	1.50%	1.75%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Rates and charges	1.50%	1.75%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Statutory fees and fines	1.50%	1.75%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
User fees	1.50%	1.75%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Grants - Operating	1.50%	1.75%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Grants - Capital	1.50%	1.75%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Contributions - monetary	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Contributions - non-monetary	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Other income	1.50%	1.75%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Employee costs	5.00%	1.75%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Materials and services	1.50%	1.75%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Depreciation & Amortisation	1.50%	1.75%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Other expenses	1.50%	1.75%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%

## **Rates and charges**

The Victorian Government introduced rate capping from 2016 as part of the Fair Go Rates System, requiring all councils to limit their annual rates increase to the state government rate cap. The rate cap for 2021/22 has been set at 1.5% as approved by the Minister for Local Government.

The Financial Plan forecasts are based on Council complying with the expected rate cap, with estimated future annual increases aligned with the Consumer Price Index.

In addition, it is expected that during the 2021/22 year a further \$125k will be collected as a result of supplementary rates.

Waste charges are forecast to increase in 2021/22 by 5.1% as compared to 2020/21 levels to defray the total costs of waste management incurred across the municipal district. Future years waste charges are estimated to increase in line with the CPI% increase to ensure Council continues to recover the full costs of providing waste services.

## **Statutory fees and fines**

The Financial Plan indexes statutory fees, set by legislation, according to the estimated annual rate of CPI. This is often a best-case scenario given some fees are outside of the control by Council and therefore may be subject to increases less than CPI.

## **User fees**

Revenue from user fees is expected to increase by 1.5% for the 2021/22 year. Details of user fees for the 2021/22 budget year can be found in Council's schedule of Fees and Charges that is adopted in conjunction with the budget.

Revenue increases for the ensuing years are based on a conservative annual rate of increase in line with the CPI% increase to reflect, as a minimum, annual increases in line with the state government rate cap.

## **Grants**

Council currently receives grants for tied (specific purpose grants) and un-tied Financial Assistance grant funding received via the Victorian Local Government Grants Commission (VLGGC) and recognises the importance of actively pursuing grant funding to deliver significant projects and services to the community.

Operating grants are expected to increase on an annual basis in line with CPI% increase for future years.

Council only allows for confirmed capital grant funding in budget allocation. Capital grants are essential for council to deliver projects that will have benefits for generations to come.

## Contributions

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

## Other income

Revenue from other income mainly comprises investment income plus the recovery income from a variety of sources and rental income received from the hire of Council buildings.

## Employee costs

Employee costs is one of the largest expenditures for council to support the community and meet organisational commitments. Employee costs constitute a combination of direct wages and salaries, including on-costs such as superannuation, Workcover, leave entitlements, and temporary staff arrangements.

Council has allowed for the new superannuation guarantee rules which came into place from July 2021 to move the Superannuation Guarantee rate to 10% and then progressively moving the rate to 12% by 2025/26.

The employee costs for the 2021/22 year includes a percentage increase to reflect a salary increase for staff pursuant to the proposed Enterprise Bargaining Agreement as well as further staff funding required due to increased staff resources in response to the changing service requirements, including continued Bushfire Recovery support, circular economy and climate action initiatives, statutory planning services, and an increase in project managers required to deliver the Capital Works program.

Longer term, employee costs reflect annual increases in line with CPI. For the years 2022/23 to 2024/25 these costs are offset by a reduction in staff no longer required to provide the service requirements and delivery of the Capital Works program.

Section 46(4) of the *Local Government Act 2020* requires the Council's Chief Executive Officer ("CEO") to develop and maintain a Workforce Plan. The CEO must develop the Workforce Plan under Section 46(7) by 31 December 2021. This plan, available to the Mayor, Councillors and all Council employees must outline the current and future workforce requirements for the organisation and set out the organisation's intended aims to ensure gender equality, diversity, and inclusiveness across the workforce. Staffing increases or decreases determined as a result of the development of the Workforce Plan will feed directly into the Financial Plan.

## **Materials and services**

Material costs include items required for the maintenance and repairs of Council buildings, roads, drains and footpaths. These costs are currently forecast at CPI.

Other associated costs included under this category are utilities, materials, and consumable items for a range of services. Council also utilises external expertise on a range of matters, including legal services and audit. These costs are kept to within CPI levels year on year.

## **Depreciation & amortisation**

Depreciation estimates have been based on the projected capital spending contained within this document. Depreciation has been further increased by the indexing of the replacement cost of Council's fixed assets.

## **Borrowing costs**

Council repaid all its borrowings in July 2015 and does not forecast to take out any further borrowings.

## **Other expenses**

Other expenses include administration costs such as Councillor allowances, election costs, lease expenditure, community contributions, audit costs and other costs associated with the day to day running of Council. These are expected to increase on an annual basis in line with CPI increase for future years.

## **3.4 OTHER MATTERS IMPACTING THE 10-YEAR FINANCIAL PROJECTIONS**

Council continues to face challenges and expected future events likely to impact the Financial Plan projections. Some of the main factors that may impact the 10-year financial projections are:

### **Lower rate environment and Financial Assistance Grant**

The overall lower rate environment as part of the Fair Go Rates System and potential freezing or reduction in Financial Assistance Grants may lead to the Council reviewing its future services and capital works programs and to seek alternative revenue sources.

### **Low Interest Rates**

Low interest rates in the short to medium term are restricting Council's ability to generate earnings on cash and investments.

## **New Local Government Act 2020**

The requirement for an Asset Plan by June 2022 means that asset management planning will be better informed through deliberative community engagement. A potential re-defining of service demand and service levels in respect of community assets and infrastructure may increase asset maintenance and renewal expenditure.

## **2020 Bushfires and COVID-19 Impact**

As the economy recovers from the twin impacts of the 2020 bushfires and the COVID 19 pandemic, our community will continue to recover from these challenges. Council will continue to help our community and businesses transition to more prosperous times where possible as guided by our Economic Development Strategy.

We will continue to strengthen our IT infrastructure to support us in our work and to better provide services to the community.

## **Natural Disasters**

Bushfires, floods, and other natural disasters will continue to occur with unknown timing within the Alpine Shire. Whilst Council does significant work on prevention and recovery, these events have a significant impact on Council resources.

## **Climate Change**

Climate Change is one of the greatest challenges of our time. We recognise that every action our community and Council takes influences our environment. We want to make that influence as positive as possible. Council continues to invest money in climate action projects and takes into consideration how our decisions and actions affect the environment for generations to come.

## **Public Infrastructure maintenance**

Councils are entrusted with the maintenance of public assets including roads, bridges, parks, footpaths and public buildings. Being regional, Alpine Shire consists of a large area with longer road lengths and geographically dispersed infrastructure.

A large proportion of Council's income must be allocated to the maintenance and renewal of these assets to ensure the quality of infrastructure is maintained at satisfactory levels to service our community.

## **Population Growth and Changing demographics**

Population growth and the continued trend to move to regional centres will place stress on Council's resources.

Council has committed funds to developing a Housing Development Strategy.

## 4. Financial Plan Statements

This section presents information regarding the Financial Plan Statements for the 10 years from 2021/22 to 2030/31.

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

This Financial Plan will be updated annually to ensure that the most up to date projected figures are being captured.

## 4.1 COMPREHENSIVE INCOME STATEMENT

	Forecast / Actual										
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Income</b>											
Rates and charges	19,144	19,687	20,001	20,508	21,025	21,554	22,097	22,649	23,214	23,794	24,385
Statutory fees and fines	478	614	624	638	652	666	680	694	708	722	737
User fees	1,067	1,101	1,121	1,143	1,166	1,189	1,213	1,237	1,261	1,287	1,314
Grants - Operating	6,949	4,939	4,743	4,839	4,937	2,861	5,137	5,240	5,345	5,453	5,563
Grants - Capital	4,616	8,905	4,470	1,084	1,098	1,113	1,128	1,143	1,159	1,175	1,191
Contributions - monetary	697	668	680	694	708	722	737	752	767	782	798
Contributions - non-monetary	214	430	438	447	456	465	474	483	493	503	513
Other income	740	720	713	821	922	993	1,063	1,095	1,111	1,128	1,146
<b>Total income</b>	<b>33,905</b>	<b>37,064</b>	<b>32,790</b>	<b>30,174</b>	<b>30,964</b>	<b>29,563</b>	<b>32,529</b>	<b>33,293</b>	<b>34,058</b>	<b>34,844</b>	<b>35,647</b>
<b>Expenses</b>											
Employee costs	10,054	10,562	10,494	10,480	10,642	10,802	11,018	11,238	11,463	11,692	11,926
Materials and services	13,314	13,974	11,507	11,787	12,042	12,301	12,566	12,836	13,111	13,392	13,679
Depreciation	5,037	5,093	5,577	5,809	5,968	6,131	6,298	6,465	6,639	6,814	6,992
Amortisation - intangible assets	-	28	47	47	47	47	47	47	47	47	47
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	102	8	8	8	8	9	9	9	9	9	9
Other expenses	758	792	786	791	793	807	822	837	853	867	883
<b>Total expenses</b>	<b>29,265</b>	<b>30,457</b>	<b>28,420</b>	<b>28,922</b>	<b>29,500</b>	<b>30,096</b>	<b>30,759</b>	<b>31,432</b>	<b>32,122</b>	<b>32,822</b>	<b>33,536</b>
<b>Surplus/(deficit) for the year</b>	<b>4,640</b>	<b>6,607</b>	<b>4,370</b>	<b>1,252</b>	<b>1,464</b>	<b>(534)</b>	<b>1,770</b>	<b>1,861</b>	<b>1,936</b>	<b>2,022</b>	<b>2,111</b>
<b>Other comprehensive income</b>											
<b>Items that will not be reclassified to surplus or deficit in future periods</b>											
Net asset revaluation increment	1,042	2,945	4,002	4,760	4,891	5,023	5,162	5,300	5,441	5,588	5,734
<b>Total comprehensive result</b>	<b>5,682</b>	<b>9,552</b>	<b>8,372</b>	<b>6,012</b>	<b>6,355</b>	<b>4,489</b>	<b>6,932</b>	<b>7,161</b>	<b>7,377</b>	<b>7,610</b>	<b>7,845</b>

## 4.2 BALANCE SHEET

	Forecast / Actual										
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Assets</b>											
<b>Current assets</b>											
Cash and cash equivalents	2,893	1,568	1,815	2,060	2,195	2,037	2,770	2,830	2,963	3,120	3,422
Trade and other receivables	2,276	2,552	2,126	1,850	1,899	1,738	1,994	2,040	2,085	2,131	2,177
Other financial assets	24,000	21,000	19,000	18,000	17,000	15,000	14,000	14,000	14,000	14,000	14,000
Inventories	122	91	100	109	106	102	104	105	104	104	104
Other assets	266	324	333	358	320	334	336	337	332	335	335
<b>Total current assets</b>	<b>29,557</b>	<b>25,535</b>	<b>23,374</b>	<b>22,377</b>	<b>21,520</b>	<b>19,211</b>	<b>19,204</b>	<b>19,312</b>	<b>19,484</b>	<b>19,690</b>	<b>20,038</b>
<b>Non-current assets</b>											
Investments in shared services	129	159	190	222	255	289	324	360	397	435	474
Property, infrastructure, plant & equipment	220,677	233,671	242,873	249,433	256,124	262,947	269,909	277,009	284,250	291,638	299,172
Investment property	3,260	3,260	3,260	3,260	3,260	3,260	3,260	3,260	3,260	3,260	3,260
Intangible assets	276	474	474	474	474	474	474	474	474	474	474
<b>Total non-current assets</b>	<b>224,342</b>	<b>237,564</b>	<b>246,797</b>	<b>253,389</b>	<b>260,113</b>	<b>266,970</b>	<b>273,967</b>	<b>281,103</b>	<b>288,381</b>	<b>295,807</b>	<b>303,380</b>
<b>Total assets</b>	<b>253,899</b>	<b>263,099</b>	<b>270,172</b>	<b>275,766</b>	<b>281,633</b>	<b>286,181</b>	<b>293,171</b>	<b>300,415</b>	<b>307,865</b>	<b>315,497</b>	<b>323,418</b>
<b>Liabilities</b>											
<b>Current liabilities</b>											
Trade and other payables	2,298	2,414	2,011	2,059	2,104	2,149	2,195	2,242	2,290	2,338	2,388
Trust funds and deposits	434	454	474	494	514	534	554	574	594	614	634
Provisions	2,874	3,249	2,809	2,906	2,395	2,448	2,471	2,544	2,644	2,644	2,671
Income Received in Advance	834	33	32	31	30	29	28	17	16	15	14
<b>Total current liabilities</b>	<b>6,440</b>	<b>6,150</b>	<b>5,326</b>	<b>5,490</b>	<b>5,043</b>	<b>5,160</b>	<b>5,248</b>	<b>5,377</b>	<b>5,544</b>	<b>5,611</b>	<b>5,707</b>
<b>Non-current liabilities</b>											
Provisions	3,903	3,074	2,630	2,080	2,069	2,040	2,038	2,009	1,931	1,901	1,895
Income Received in Advance	425	1,192	1,160	1,129	1,099	1,070	1,042	1,025	1,009	994	980
<b>Total non-current liabilities</b>	<b>4,328</b>	<b>4,266</b>	<b>3,790</b>	<b>3,209</b>	<b>3,168</b>	<b>3,110</b>	<b>3,080</b>	<b>3,034</b>	<b>2,940</b>	<b>2,895</b>	<b>2,875</b>
<b>Total liabilities</b>	<b>10,768</b>	<b>10,416</b>	<b>9,116</b>	<b>8,699</b>	<b>8,211</b>	<b>8,270</b>	<b>8,328</b>	<b>8,411</b>	<b>8,484</b>	<b>8,506</b>	<b>8,582</b>
<b>Net assets</b>	<b>243,131</b>	<b>252,683</b>	<b>261,056</b>	<b>267,067</b>	<b>273,422</b>	<b>277,911</b>	<b>284,843</b>	<b>292,004</b>	<b>299,381</b>	<b>306,991</b>	<b>314,836</b>
<b>Equity</b>											
Accumulated surplus	119,759	126,366	130,736	131,988	133,452	132,918	134,688	136,549	138,485	140,507	142,618
Reserves	123,372	126,317	130,319	135,079	139,970	144,993	150,155	155,455	160,896	166,484	172,218
<b>Total equity</b>	<b>243,131</b>	<b>252,683</b>	<b>261,055</b>	<b>267,067</b>	<b>273,422</b>	<b>277,911</b>	<b>284,843</b>	<b>292,004</b>	<b>299,381</b>	<b>306,991</b>	<b>314,836</b>

## 4.3 STATEMENT OF CHANGES IN EQUITY

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
<b>2021 Forecast Actual</b>				
Balance at beginning of the financial year	237,449	115,119	118,206	4,124
Surplus/(deficit) for the year	5,682	4,640	1,042	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	660	-	(660)
<b>Balance at end of the financial year</b>	<b>243,131</b>	<b>120,419</b>	<b>119,248</b>	<b>3,464</b>
<b>2022</b>				
Balance at beginning of the financial year	243,131	120,419	119,248	3,464
Surplus/(deficit) for the year	9,552	6,607	2,945	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	876	-	(876)
<b>Balance at end of the financial year</b>	<b>252,683</b>	<b>127,902</b>	<b>122,193</b>	<b>2,588</b>
<b>2023</b>				
Balance at beginning of the financial year	252,683	127,902	122,193	2,588
Surplus/(deficit) for the year	8,372	4,370	4,002	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
<b>Balance at end of the financial</b>	<b>261,055</b>	<b>132,272</b>	<b>126,195</b>	<b>2,588</b>
<b>2024</b>				
Balance at beginning of the financial year	261,055	132,272	126,195	2,588
Surplus/(deficit) for the year	6,012	1,252	4,760	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
<b>Balance at end of the financial</b>	<b>267,067</b>	<b>133,524</b>	<b>130,955</b>	<b>2,588</b>
<b>2025</b>				
Balance at beginning of the financial year	267,067	133,524	130,955	2,588
Surplus/(deficit) for the year	6,355	1,464	4,891	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
<b>Balance at end of the financial</b>	<b>273,422</b>	<b>134,988</b>	<b>135,846</b>	<b>2,588</b>
<b>2026</b>				
Balance at beginning of the financial year	273,422	134,988	135,846	2,588
Surplus/(deficit) for the year	4,489	(534)	5,023	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
<b>Balance at end of the financial</b>	<b>277,911</b>	<b>134,454</b>	<b>140,869</b>	<b>2,588</b>

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
<b>2027</b>				
Balance at beginning of the financial year	277,911	134,454	140,869	2,588
Surplus/(deficit) for the year	6,932	1,770	5,162	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
<b>Balance at end of the financial</b>	<b>284,843</b>	<b>136,224</b>	<b>146,031</b>	<b>2,588</b>
<b>2028</b>				
Balance at beginning of the financial year	284,843	136,224	146,031	2,588
Surplus/(deficit) for the year	7,161	1,861	5,300	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
<b>Balance at end of the financial</b>	<b>292,004</b>	<b>138,085</b>	<b>151,331</b>	<b>2,588</b>
<b>2029</b>				
Balance at beginning of the financial year	292,004	138,085	151,331	2,588
Surplus/(deficit) for the year	7,377	1,936	5,441	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
<b>Balance at end of the financial</b>	<b>299,381</b>	<b>140,021</b>	<b>156,772</b>	<b>2,588</b>
<b>2030</b>				
Balance at beginning of the financial year	299,381	140,021	156,772	2,588
Surplus/(deficit) for the year	7,610	2,022	5,588	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
<b>Balance at end of the financial</b>	<b>306,991</b>	<b>142,043</b>	<b>162,360</b>	<b>2,588</b>
<b>2031</b>				
Balance at beginning of the financial year	306,991	142,043	162,360	2,588
Surplus/(deficit) for the year	7,845	2,111	5,734	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
<b>Balance at end of the financial</b>	<b>314,836</b>	<b>144,154</b>	<b>168,094</b>	<b>2,588</b>

## 4.4 STATEMENT OF CASH FLOWS

	Forecast / Actual										
	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
<b>Cash flows from operating activities</b>											
Rates and charges	19,122	19,662	19,987	20,485	21,002	21,530	22,073	22,624	23,188	23,768	24,359
Statutory fees and fines	478	614	624	638	652	666	680	694	708	722	737
User fees	1,067	1,101	1,121	1,143	1,166	1,189	1,213	1,237	1,261	1,287	1,314
Grants - operating	6,577	4,688	5,183	5,138	4,911	3,046	4,905	5,219	5,326	5,433	5,543
Grants - capital	3,348	8,905	4,470	1,084	1,098	1,113	1,128	1,143	1,159	1,175	1,191
Contributions - monetary	697	668	680	694	708	722	737	752	767	782	798
Interest received	171	121	103	198	286	344	401	419	421	424	428
Trust funds and deposits taken	2,420	2,420	2,420	2,420	2,420	2,420	2,420	2,420	2,420	2,420	2,420
Other receipts	542	965	984	1,006	1,028	1,050	1,072	1,095	1,129	1,153	1,177
Employee costs	(9,518)	(10,432)	(10,512)	(10,483)	(10,602)	(10,761)	(10,962)	(11,183)	(11,405)	(11,634)	(11,866)
Materials and services	(12,856)	(14,547)	(12,853)	(12,273)	(12,556)	(12,320)	(12,596)	(12,838)	(13,129)	(13,469)	(13,701)
Trust funds and deposits repaid	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)
Other payments	(667)	(714)	(727)	(741)	(755)	(770)	(785)	(801)	(817)	(833)	(850)
<b>Net cash provided by operating activities</b>	<b>8,981</b>	<b>11,051</b>	<b>9,080</b>	<b>6,909</b>	<b>6,959</b>	<b>5,829</b>	<b>7,886</b>	<b>8,381</b>	<b>8,628</b>	<b>8,828</b>	<b>9,150</b>
<b>Cash flows from investing activities</b>											
Payments for property, infrastructure, plant and equipment	(7,369)	(15,476)	(10,934)	(7,768)	(7,929)	(8,094)	(8,264)	(8,433)	(8,609)	(8,787)	(8,967)
Proceeds from sale of property,	4	100	101	103	106	108	110	112	114	117	119
Proceeds from sale of investments	-	3,000	2,000	1,000	1,000	2,000	1,000	-	-	-	-
<b>Net cash provided by/ (used in) investing activities</b>	<b>(7,365)</b>	<b>(12,376)</b>	<b>(8,832)</b>	<b>(6,664)</b>	<b>(6,823)</b>	<b>(5,987)</b>	<b>(7,154)</b>	<b>(8,321)</b>	<b>(8,495)</b>	<b>(8,670)</b>	<b>(8,848)</b>
<b>Cash flows from financing activities</b>											
Finance costs	-	-	-	-	-	-	-	-	-	-	-
Proceeds from borrowings	-	-	-	-	-	-	-	-	-	-	-
Repayment of borrowings	-	-	-	-	-	-	-	-	-	-	-
<b>Net cash provided by/(used in) financing activities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net increase/(decrease) in cash &amp; cash equivalents</b>	<b>1,616</b>	<b>(1,325)</b>	<b>247</b>	<b>245</b>	<b>135</b>	<b>(158)</b>	<b>733</b>	<b>60</b>	<b>133</b>	<b>157</b>	<b>302</b>
Cash and cash equivalents at the beginning of the financial year	1,277	2,893	1,568	1,815	2,060	2,195	2,037	2,770	2,830	2,963	3,120
<b>Cash and cash equivalents at the end of the financial year</b>	<b>2,893</b>	<b>1,568</b>	<b>1,815</b>	<b>2,060</b>	<b>2,195</b>	<b>2,037</b>	<b>2,770</b>	<b>2,830</b>	<b>2,963</b>	<b>3,120</b>	<b>3,422</b>

## 4.5 STATEMENT OF CAPITAL WORKS

	Forecast / Actual										
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Property</b>											
Land	353	-	-	-	-	-	-	-	-	-	-
Buildings	1,315	2,652	1,893	1,926	1,964	2,003	2,043	2,084	2,126	2,169	2,212
<b>Total property</b>	<b>1,668</b>	<b>2,652</b>	<b>1,893</b>	<b>1,926</b>	<b>1,964</b>	<b>2,003</b>	<b>2,043</b>	<b>2,084</b>	<b>2,126</b>	<b>2,169</b>	<b>2,212</b>
<b>Plant and equipment</b>											
Intangibles		226	47	47	47	47	47	47	47	47	47
Plant, machinery and equipment	502	1,060	436	436	437	437	438	438	439	439	440
Fixtures, fittings and furniture	-	-	-	-	-	-	-	-	-	-	-
Computers and telecommunications	68	363	137	137	137	137	137	137	137	137	137
Library books	79	79	69	70	72	73	75	76	78	79	81
<b>Total plant and equipment</b>	<b>649</b>	<b>1,728</b>	<b>689</b>	<b>690</b>	<b>693</b>	<b>694</b>	<b>697</b>	<b>698</b>	<b>701</b>	<b>702</b>	<b>705</b>
<b>Infrastructure</b>											
Roads	1,025	8,427	5,380	2,107	2,149	2,193	2,237	2,281	2,326	2,374	2,421
Bridges	1,937	496	284	288	294	300	306	312	319	325	331
Footpaths and cycleways	1,255	1,783	307	312	319	325	332	338	345	352	359
Drainage	247	320	214	218	222	227	231	236	241	245	250
Recreational, leisure and community facilities	130	-	171	174	178	181	185	189	193	196	200
Waste management	128	70	73	74	75	77	78	80	81	83	85
Parks, open space and streetscapes	54	-	122	124	126	129	132	134	137	140	142
<b>Total infrastructure</b>	<b>4,776</b>	<b>11,097</b>	<b>6,551</b>	<b>3,297</b>	<b>3,363</b>	<b>3,432</b>	<b>3,501</b>	<b>3,570</b>	<b>3,642</b>	<b>3,715</b>	<b>3,788</b>
Unspecified New	-	-	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800
Unspecified Renewal	-	-	-	54	109	165	223	281	341	401	463
<b>Total capital works expenditure</b>	<b>7,093</b>	<b>15,476</b>	<b>10,934</b>	<b>7,768</b>	<b>7,929</b>	<b>8,094</b>	<b>8,264</b>	<b>8,433</b>	<b>8,609</b>	<b>8,787</b>	<b>8,967</b>
<b>Represented by:</b>											
New asset expenditure	1,934	3,710	-	-	-	-	-	-	-	-	-
Asset renewal expenditure	2,794	5,381	7,134	5,968	6,129	6,294	6,464	6,633	6,809	6,987	7,167
Asset upgrade expenditure	2,365	6,386	3,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800
<b>Total capital works expenditure</b>	<b>7,093</b>	<b>15,476</b>	<b>10,934</b>	<b>7,768</b>	<b>7,929</b>	<b>8,094</b>	<b>8,264</b>	<b>8,433</b>	<b>8,609</b>	<b>8,787</b>	<b>8,967</b>
	0.55										
<b>Funding sources represented by:</b>											
Grants	4,616	8,905	4,470	1,084	1,098	1,113	1,128	1,143	1,159	1,175	1,191
Council cash	2,477	6,571	6,464	6,684	6,831	6,981	7,136	7,290	7,450	7,612	7,776
<b>Total capital works expenditure</b>	<b>7,093</b>	<b>15,476</b>	<b>10,934</b>	<b>7,768</b>	<b>7,929</b>	<b>8,094</b>	<b>8,264</b>	<b>8,433</b>	<b>8,609</b>	<b>8,787</b>	<b>8,967</b>

## 4.6 STATEMENT OF HUMAN RESOURCES

Staff expenditure	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000
<b>Total staff expenditure</b>											
Employee costs - operating	10,054	10,562	10,494	10,480	10,642	10,802	11,018	11,238	11,463	11,692	11,926
Employee costs - capital	804	1,155	1,148	1,146	889	916	943	971	1,000	1,030	1,061
<b>Total staff expenditure</b>	<b>10,858</b>	<b>11,717</b>	<b>11,642</b>	<b>11,626</b>	<b>11,531</b>	<b>11,718</b>	<b>11,961</b>	<b>12,209</b>	<b>12,463</b>	<b>12,722</b>	<b>12,987</b>

Staff numbers	2020/21 FTE	2021/22 FTE	2022/23 FTE	2023/24 FTE	2024/25 FTE	2025/26 FTE	2026/27 FTE	2027/28 FTE	2028/29 FTE	2029/30 FTE	2030/31 FTE
<b>Total staff numbers</b>											
Employees	112	124	120	118	114	113	113	113	113	113	113
<b>Total staff numbers</b>	<b>112</b>	<b>124</b>	<b>120</b>	<b>118</b>	<b>114</b>	<b>113</b>	<b>113</b>	<b>113</b>	<b>113</b>	<b>113</b>	<b>113</b>

Department	Budget 2021/22 \$'000	Permanent Full Time \$'000	Part time \$'000	Casual \$'000	Temporary \$'000
Asset Development	-	-	-	-	-
Asset Maintenance	3,545	3,033	69	76	367
Bushfire Recovery	271	-	-	38	233
Corporate	1,293	371	720	84	118
Councillor and Executive	949	589	107	53	200
Customer and Digital Projects	1,120	325	557	117	121
Economic and Community Development	1,010	139	363	298	210
Facilities	685	414	-	38	233
Planning and Amenity	1,689	954	352	190	193
<b>Total Staff Expenditure</b>	<b>10,562</b>	<b>5,825</b>	<b>2,168</b>	<b>894</b>	<b>1,675</b>
Capitalised Labour Costs	1,155				
<b>Total Expenditure</b>	<b>11,717</b>				

## 4.7 PLANNED HUMAN RESOURCE EXPENDITURE

For the budget year ended 2021/22

Gender	Budget	Permanent		Casual	Temporary
	Total	Full Time	Part time		
	\$'000	\$'000	\$'000	\$'000	\$'000
Female	4603	1687	1731	650	535
Male	5392	3941	481	189	781
Vacant	1722	319	279	221	903
Self-described gender	0	0	0	0	0
<b>Total Staff Expenditure</b>	<b>11717</b>	<b>5947</b>	<b>2491</b>	<b>1060</b>	<b>2219</b>

Gender	Budget	Permanent		Casual	Temporary
	Total	Full Time	Part time		
Female	49	16	21	7	5
Male	57	45	4	2	6
Vacant	18	3	2	1	12
Self-described gender	0	0	0	0	0
<b>Total staff full time equivalent</b>	<b>124</b>	<b>64</b>	<b>27</b>	<b>10</b>	<b>23</b>

Council is required to prepare a Gender Equality Action Plan (GEAP) by 31 March 2022. The GEAP is a four-year plan that will include the strategies and measures to improve gender equality in the workplace, based on the results of a workplace gender audit.

Council is also required to develop and maintain a Workforce Plan by 31 December 2021, that describes the organisational structure, projected staffing over the next four years, and includes measures to ensure gender equality, diversity, and inclusiveness.

In future years, Council will use the GEAP and Workforce Plan to inform the statement of human resources and associated planned expenditure. For this Financial Plan, and until the GEAP and Workforce Plans are in place, Council has not attempted to classify human resources by gender for the next ten financial years.

## 5. Financial Performance Indicators

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

Indicator	Measure	Forecast Actual											Trend
		2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	
Operating position													
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	-0.6%	-9.4%	-1.8%	-0.8%	-0.2%	-7.4%	0.6%	0.8%	1.0%	1.1%	1.3%	
Liquidity													
Working Capital	Current assets / current liabilities	459%	415%	439%	408%	427%	372%	366%	359%	351%	351%	351%	
Unrestricted cash	Unrestricted cash / current liabilities	398%	355%	377%	352%	365%	315%	306%	299%	293%	292%	292%	
Obligations													
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Indebtedness	Non-current liabilities / own source revenue	20.2%	19.3%	16.9%	13.9%	13.3%	12.7%	12.3%	11.8%	11.2%	10.7%	10.4%	
Asset renewal	Asset renewal and upgrade expense / Asset depreciation	55.5%	105.7%	127.9%	102.7%	102.7%	102.7%	102.6%	102.6%	102.6%	102.5%	102.5%	
Stability													
Rates concentration	Rate revenue / adjusted underlying revenue	64.3%	69.2%	70.0%	69.8%	69.7%	75.0%	69.7%	69.8%	69.9%	70.0%	70.1%	
Rates effort	Rate revenue / CIV of rateable properties in the municipality	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	
Efficiency													
Expenditure level	Total expenses/ no. of property assessments	\$3,274	\$3,407	\$3,179	\$3,236	\$3,300	\$3,367	\$3,441	\$3,516	\$3,593	\$3,672	\$3,752	
Revenue level	Total rate revenue / no. of property assessments	\$2,158	\$2,202	\$2,230	\$2,278	\$2,327	\$2,377	\$2,428	\$2,480	\$2,533	\$2,587	\$2,642	
Workforce turnover	No. of permanent staff resignations & terminations / average no. of permanent staff for the financial year	17.2%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	

Key to Forecast Trend:

+ Forecast increase in Council's financial performance/financial position indicator

o Forecasts that Council's financial performance/financial position indicator will be steady

- Forecast reduction in Council's financial performance/financial position indicator

## 6. Strategies and Plans

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

### 6.1 BORROWING STRATEGY

#### **Current Debt Position**

Council repaid all its borrowings in July 2015.

#### **Future Borrowing Requirements**

Council does not forecast to take out any further borrowings. Council is open to considering undertaking debt should circumstances change in the future.

### 6.2 RESERVES STRATEGY

#### **Current Reserves**

##### **Subdivision Recreation Reserve**

- The Recreation Reserve holds funds contributed by developers for works associated with developing and improving public open space and recreational facilities within Council. Funds are contributed in accordance with Section 18 of the Subdivision Act and transfers are restricted to the purpose of creating open space such as parks, playgrounds, pavilions and other such items where it is deemed that these works should occur at a later point than the initial development.
- Transfers to the reserve comprise contribution income from subdividers in lieu of the 5.0% Public Open Space requirement. Transfers from the reserve (outflows) are applied to fund Open Space capital projects on an annual basis.

##### **Dinner Plain Reserve**

- This reserve is maintained to ensure that all rates raised from Dinner Plain properties are quarantined and invested back into Dinner Plain.
- The surplus or deficit based on the difference between the general and special income attributable to Dinner Plain and the general and Special costs attributable to Dinner Plain are allocated to the reserve.
- The Dinner Plain Reserve has been decreasing in recent years as expenditure exceeds income for projects and services delivered for Dinner Plain rate payers. This is a deliberate strategy, once the reserve is depleted Dinner Plain projects and services will be funded from consolidated revenue, like the rest of the Alpine Shire.

### **Waste Reserve**

- This reserve is maintained to fund landfill rehabilitation works and other waste management services.
- Where budgeted rehabilitation projects are not carried out in the financial year, funds are allocated to the reserve to fund future rehabilitation work.

## Reserve Usage Projections

The table below discloses the balance and annual movement for each reserve over the 10-year life of the Financial Plan.

Reserves	Restricted / Discretionary	2020-21 \$000's	2021-22 \$000's	2022-23 \$000's	2023-24 \$000's	2024-25 \$000's	2025-26 \$000's	2026-27 \$000's	2027-28 \$000's	2028-29 \$000's	2029-30 \$000's	2030-31 \$000's
<b>Public Open Space Reserve</b>												
	Restricted											
Opening balance		178	178	178	178	178	178	178	178	178	178	178
Transfer to reserve		0	0	0	0	0	0	0	0	0	0	0
Transfer from reserve		0	0	0	0	0	0	0	0	0	0	0
Closing balance		178	178	178	178	178	178	178	178	178	178	178
<b>Waste</b>												
	Discretionary											
Opening balance		3,247	2,652	1,888	1,888	1,888	1,888	1,888	1,888	1,888	1,888	1,888
Transfer to reserve		0	0	0	0	0	0	0	0	0	0	0
Transfer from reserve		(595)	(764)	0	0	0	0	0	0	0	0	0
Closing balance		2,652	1,888	1,888	1,888	1,888	1,888	1,888	1,888	1,888	1,888	1,888
<b>Dinner Plain</b>												
	Discretionary											
Opening balance		699	634	522	522	522	522	522	522	522	522	522
Transfer to reserve		0	0	0	0	0	0	0	0	0	0	0
Transfer from reserve		(65)	(112)	0	0	0	0	0	0	0	0	0
Closing balance		634	522	522	522	522	522	522	522	522	522	522
<b>Reserves Summary</b>												
	Total Discretionary											
Opening balance		3,946	3,286	2,410	2,410	2,410	2,410	2,410	2,410	2,410	2,410	2,410
Transfer to reserve		0	0	0	0	0	0	0	0	0	0	0
Transfer from reserve		(660)	(876)	0	0	0	0	0	0	0	0	0
Closing balance		3,286	2,410	2,410	2,410	2,410	2,410	2,410	2,410	2,410	2,410	2,410
<b>Reserves Summary</b>												
	Restricted & Discretionary											
Opening balance		4,124	3,464	2,588	2,588	2,588	2,588	2,588	2,588	2,588	2,588	2,588
Transfer to reserve		0	0	0	0	0	0	0	0	0	0	0
Transfer from reserve		(660)	(876)	0	0	0	0	0	0	0	0	0
Closing balance		3,464	2,588	2,588	2,588	2,588	2,588	2,588	2,588	2,588	2,588	2,588



# INSTRUMENT OF DELEGATION

# Council to

# Chief Executive Officer

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5 October 2021

## Instrument of Delegation

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

AND declares that

1. this Instrument of Delegation is authorised by a Resolution of Council passed on **5 October 2021**;
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.

THE COMMON SEAL OF THE  
ALPINE SHIRE COUNCIL was  
hereunto affixed this 5th day of  
October 2021 in the presence of:

---

COUNCILLOR NAME

---

SIGNATURE

---

COUNCILLOR NAME

---

SIGNATURE

---

CHIEF EXECUTIVE OFFICER NAME

---

SIGNATURE

## Schedule

The power to

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

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

## Conditions and Limitations

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

1. if the issue, action, act or thing is an issue, action, act or thing which involves
  - 1.1. entering into a contract or making any expenditure that exceeds the value of \$150,000 (including GST);
  - 1.2. appointing an Acting Chief Executive Officer for a period exceeding 28 days;
  - 1.3. electing a Mayor or Deputy Mayor;
  - 1.4. granting a reasonable request for leave under s35 of the Act;
  - 1.5. making any decision in relation to the employment, dismissal or removal of the Chief Executive Officer;
  - 1.6. approving or amending the Council Plan;
  - 1.7. adopting or amending any policy that Council is required to adopt under the Act;
  - 1.8. adopting or amending the Governance Rules;
  - 1.9. appointing the chair or the members to a delegated committee;
  - 1.10. making, amending or revoking a local law;
  - 1.11. approving the Budget or Revised Budget;
  - 1.12. approving the borrowing of money;
  - 1.13. subject to section 181H(1)(b) of the *Local Government Act 1989*, declaring general rates, municipal charges, service rates and charges and specified rates and charges; or
2. if the issue, action, act or thing is an issue, action, act or thing which is required by law to be done by Council resolution;
3. if the issue, action, act or thing is an issue, action or thing which Council has previously designated as an issue, action, act or thing which must be the subject of a Resolution of Council;

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



# INSTRUMENT OF DELEGATION

# Council to

# Members of Council Staff

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5 October 2021

## Instrument of Delegation

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

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

DELEGATE	TITLE
ACC	Accountant
AOBEH	Administration Officer (Building and Environmental Health)
AOP	Administration Officer (Planning)
AOSLL	Administration Officer (Subdivision and Local Laws)
BI	Building Inspector
BSL	Building Surveyor Limited
BSM	Municipal Building Surveyor
CEO	Chief Executive Officer
CPC	Compliance Coordinator
CWC	Civil Works Coordinator
DA	Director Assets
DCP	Director Corporate Performance
EACEO	Executive Assistant (CEO)
EC	Engineering Coordinator
EHC	Environmental Health Coordinator
EHO	Environmental Health Officer
EMC	Emergency Management Coordinator
FO	Finance Officer
FOVICH	Facilities Officer (VICs and Holiday Parks)
GISAO	GIS and Assets Officer
GO	Governance Officer
LLO	Local Laws Officer
LLO2	Local Laws Officer
MAD	Manager Asset Development
MAM	Manager Asset Maintenance
MC	Manager Corporate
MF	Manager Facilities
MPA	Manager Planning and Amenity

DELEGATE	TITLE
PO	Planning Officer
PC	Planning Coordinator
POD	Project Officer (Delivery)
PRO	Prosecutor
PRO2	Prosecutor
RC	Rates Coordinator
SP	Strategic Planner
TOA	Technical Officer (Assets)
TOAM	Technical Officer (Asset Maintenance)

3. declares that:

3.1 this Instrument of Delegation is authorised by a resolution of Council passed on **5 October 2021**; 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

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

3.3.1 if the issue, action, act or thing is an issue, action or thing which Council has previously designated as an issue, action, act or thing which must be the subject of a Resolution of Council;

3.3.2 if the determining of the issue, taking of the action or doing of the act or thing would or would be likely to involve a decision which is inconsistent with a

(a) policy; or

(b) 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; or

3.3.4 the determining of the issue, the taking of the action or the doing of the act or thing is already the subject of an exclusive delegation to another member of Council staff or delegated committee.

**Instrument of Delegation to Members of Council Staff – 5 October 2021**

THE COMMON SEAL OF THE  
ALPINE SHIRE COUNCIL was  
hereunto affixed this 5th day of  
October 2021  
in the presence of:

---

COUNCILLOR NAME

---

SIGNATURE

---

COUNCILLOR NAME

---

SIGNATURE

---

CHIEF EXECUTIVE OFFICER NAME

---

SIGNATURE

# 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	DELEGATE	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 8(1)(a)(ii)	Power to manage one or more public cemeteries	DCP, MF	<i>Note: Alpine Shire Council is defined as a Class B cemetery trust - only those clauses that apply to this class is delegated in this document.</i>
s 12(1)	Function to properly and efficiently manage and maintain each public cemetery for	DCP, MF	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	DCP, MF	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	DCP, MF	
s 14	Power to manage multiple public cemeteries as if they are one cemetery	not delegated	
s 15(4)	Duty to keep records of delegations	DCP, MF	
s 17(1)	Power to employ any persons necessary	not delegated	
s 17(2)	Power to engage any professional, technical or other assistance considered necessary	DCP, MF	
s 17(3)	Power to determine the terms and conditions of employment or engagement	not delegated	Subject to any guidelines or directions of the Secretary
s 18(3)	Duty to comply with a direction from the Secretary	DCP, MF	
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

**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	DELEGATE	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 18D(2)	Duty to establish a community advisory committee under s 18D(1)(a) within 12 months of becoming a Class A cemetery trust.	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
s 18F(2)	Duty to give preference to a person who is not a funeral director of a stonemason (or a similar position) when appointing a person to a community advisory committee	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	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 s 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 the Secretary on or before 30 September each year for the Secretary's approval	not delegated	Where Council is a Class A cemetery trust
s 18N(5)	Duty to make amendments as required by the Secretary and deliver the completed plan to the Secretary within 3 months	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

**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	DELEGATE	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
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	DCP, MF	
s 20(1)	Duty to set aside areas for the interment of human remains	DCP, MF	
s 20(2)	Power to set aside areas for the purposes of managing a public cemetery	DCP, MF	
s 20(3)	Power to set aside areas for those things in paragraphs (a) – (e)	DCP, MF	
s 24(2)	Power to apply to the Secretary for approval to alter the existing distribution of land	not delegated	
s 36	Power to grant licences to enter and use part of the land or building in a public cemetery in accordance with s 36	not delegated	Subject to the approval of the Minister
s 37	Power to grant leases over land in a public cemetery in accordance with s 37	not delegated	Subject to the Minister approving the purpose
s 40	Duty to notify Secretary of fees and charges fixed under s 39	DCP, MF	
s 47	Power to pay a contribution toward the cost of the construction and maintenance of any private street adjoining or abutting a cemetery	not delegated	Provided the street was constructed pursuant to the <i>Local Government Act 2020</i>
s 57(1)	Duty to submit a report to the Secretary every financial year in respect of powers and functions under the Act	DCP, MF	Report must contain the particulars listed in s 57(2)
s 59	Duty to keep records for each public cemetery	DCP, MF	
s 60(1)	Duty to make information in records available to the public for historical or research purposes	DCP, MF	
s 60(2)	Power to charge fees for providing information	DCP, MF	
s 64(4)	Duty to comply with a direction from the Secretary under s 64(3)	DCP, MF	
s 64B(d)	Power to permit interments at a reopened cemetery	DCP, MF	

**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	DELEGATE	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 66(1)	Power to apply to the Minister for approval to convert the cemetery, or part of it, to a historic cemetery park	not delegated	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	DCP, MF	
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	DCP, MF	
s 70(2)	Duty to make plans of existing place of interment available to the public	DCP, MF	
s 71(1)	Power to remove any memorials or other structures in an area to which an approval to convert applies	DCP, MF	
s 71(2)	Power to dispose of any memorial or other structure removed	DCP, MF	
s 72(2)	Duty to comply with request received under s 72	DCP, MF	
s 73(1)	Power to grant a right of interment	DCP, MF	
s 73(2)	Power to impose conditions on the right of interment	DCP, MF	
s 75	Power to grant the rights of interment set out in s 75(a) and (b)	DCP, MF	
s 76(3)	Duty to allocate a piece of interment if an unallocated right is granted	DCP, MF	
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	DCP, MF	
s 80(1)	Function of receiving notification and payment of transfer of right of interment	DCP, MF	
s 80(2)	Function of recording transfer of right of interment	DCP, MF	
s 82(2)	Duty to pay refund on the surrender of an unexercised right of interment	DCP, MF	
s 83(2)	Duty to pay refund on the surrender of an unexercised right of interment (sole holder)	DCP, MF	
s 83(3)	Power to remove any memorial and grant another right of interment for a surrendered right of interment	DCP, MF	
s 84(1)	Function of receiving notice of surrendering an entitlement to a right of interment	DCP, MF	

**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	DELEGATE	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 85(1)	Duty to notify holder of 25 year right of interment of expiration at least 12 months before expiry	DCP, MF	The notice must be in writing and contain the requirements listed in s 85(2)
s 85(2)(b)	Duty to notify holder of 25 year right of interment of expiration of right at least 12 months before expiry	DCP, MF	Does not apply where right of internment relates to remains of a deceased veteran.
85(2)(c)	Power to leave interred cremated remains undistributed in perpetuity and convert right of interment to perpetual right of internment or; remove interred remains and re-inter at another location within cemetery grounds and remove any memorial at that place and re-establish at new or equivalent location	DCP, MF	May only be exercised where right of interment relates to cremated human remains of a deceased identified veteran, if right of internment is not extended or converted to a perpetual right of interment
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	DCP, MF	
s 86(2)	Power to leave interred cremated human remains undisturbed or convert the right of internment to a perpetual right of interment	DCP, MF	
s 86(3)(a)	Power to leave interred cremated human remains undisturbed in perpetuity and convert the right of interment to a perpetual right of interment	DCP, MF	
s 86(3)(b)	Power to remove interred cremated human remains and take further action in accordance with s 86(3)(b)	DCP, MF	
s 86(4)	Power to take action under s 86(4) relating to removing and re-interring cremated human remains	DCP, MF	
s 86(5)	Duty to provide notification before taking action under s 86(4)	DCP, MF	
s 86A	Duty to maintain place of interment and any memorial at place of interment, if action taken under s 86(3)	DCP, MF	
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	DCP, MF	
s 88	Function to receive applications to carry out a lift and re-position procedure at a place of interment	DCP, MF	

**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	DELEGATE	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 91(1)	Power to cancel a right of interment in accordance with s 91	DCP, MF	
s 91(3)	Duty to publish notice of intention to cancel right of interment	DCP, MF	
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	DCP, MF	
s 98(1)	Function of receiving application to establish or alter a memorial or a place of interment	DCP, MF	
s 99	Power to approve or refuse an application made under s 98, or to cancel an approval	DCP, MF	
s 99(4)	Duty to make a decision on an application under s 98 within 45 days after receipt of the application or within 45 days of receiving further information where requested	DCP, MF	
s 100(1)	Power to require a person to remove memorials or places of interment	DCP, MF	
s 100(2)	Power to remove and dispose a memorial or place of interment or remedy a person's failure to comply with s 100(1)	DCP, MF	
s 100(3)	Power to recover costs of taking action under s 100(2)	DCP, MF	
s 101	Function of receiving applications to establish or alter a building for ceremonies in the cemetery	DCP, MF	
s 102(1)	Power to approve or refuse an application under s 101, if satisfied of the matters in (b) and (c)	DCP, MF	
s 102(2) & (3)	Power to set terms and conditions in respect of, or to cancel, an approval granted under s 102(1)	DCP, MF	
s 103(1)	Power to require a person to remove a building for ceremonies	DCP, MF	
s 103(2)	Power to remove and dispose of a building for ceremonies or remedy the failure to comply with s 103(1)	DCP, MF	
s 103(3)	Power to recover costs of taking action under s 103(2)	DCP, MF	

**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	DELEGATE	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
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	DCP, MF	
s 106(2)	Power to require the holder of the right of interment to provide for an examination	DCP, MF	
s 106(3)	Power to open and examine the place of interment if s 106(2) not complied with	DCP, MF	
s 106(4)	Power to repair or – with the approval of the Secretary - take down, remove and dispose any memorial or place of interment if notice under s 106(1) is not complied with	DCP, MF	
s 107(1)	Power to require person responsible to make the building for ceremonies safe and proper or carry out specified repairs	DCP, MF	
s 107(2)	Power to repair or take down, remove and dispose any building for ceremonies if notice under s 107(1) is not complied with	DCP, MF	
s 108	Power to recover costs and expenses	DCP, MF	
s 109(1)(a)	Power to open, examine and repair a place of interment	DCP, MF	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	DCP, MF	Where the holder of right of interment or responsible person cannot be found
s 109(2)	Power to repair the building for ceremonies or, with the consent of the Secretary, take down, remove and dispose of a building for ceremonies	DCP, MF	Where the holder of right of interment or responsible person cannot be found
s 110(1)	Power to maintain, repair or restore a memorial or place of interment from other funds if unable to find right of interment holder with consent of the Secretary	DCP, MF	
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	DCP, MF	
s 110A	Power to use cemetery trust funds or other funds for the purposes of establishing, maintaining, repairing or restoring any memorial or place of interment of any deceased identified veteran	DCP, MF	

**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	DELEGATE	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 111	Power to enter into agreement with a holder of the right of interment to maintain a memorial or place of interment	DCP, MF	
s 112	Power to sell and supply memorials	DCP, MF	
s 116(4)	Duty to notify the Secretary of an interment authorisation granted	DCP, MF	
s 116(5)	Power to require an applicant to produce evidence of the right of interment holder's consent to application	DCP, MF	
s 118	Power to grant an interment authorisation if satisfied that the requirements of Division 2 of Part 8 have been met	DCP, MF	
s 119	Power to set terms and conditions for interment authorisations	DCP, MF	
s 131	Function of receiving an application for cremation authorisation	DCP, MF	
s 133(1)	Duty not to grant a cremation authorisation unless satisfied that requirements of s 133 have been complied with	DCP, MF	Subject to s 133(2)
s 145	Duty to comply with an order made by the Magistrates' Court or a coroner	DCP, MF	
s 146	Power to dispose of bodily remains by a method other than interment or cremation	DCP, MF	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	DCP, MF	
s 149	Duty to cease using method of disposal if approval revoked by the Secretary	DCP, MF	
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	DCP, MF	
s 151	Function of receiving applications to inter or cremate body parts	DCP, MF	
s 152(2)	Power to impose terms and conditions on authorisation granted under s 150	DCP, MF	
SCHEDULE 1 cl 8(3)	Power to permit members to participate in a particular meeting by telephone, closed-circuit television or any other means of communication	DCP, MF	
SCHEDULE 1 cl 8(8)	Power to regulate own proceedings	DCP, MF	Subject to cl 8

**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)

<b>Column 1</b>	<b>Column 2</b>	<b>DELEGATE</b>	<b>Column 4</b>
<b>PROVISION</b>	<b>THING DELEGATED</b>	<b>DELEGATE</b>	<b>CONDITIONS &amp; LIMITATIONS</b>
SCHEDULE 1A cl 8(3)	Power to permit members to participate in a particular meeting by telephone, closed-circuit television or any other means of communication	not delegated	Where Council is a Class A cemetery trust
SCHEDULE 1A cl 8(8)	Power to regulate own proceedings	not delegated	Where Council is a Class A cemetery trust. Subject to cl 8.

**CEMETERIES AND CREMATORIA REGULATIONS 2015**

These provisions apply to Councils appointed as a cemetery trust under section 5 of the *Cemeteries and Crematoria Act* 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)

Column 1	Column 2	DELEGATE	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
r 24	Duty to ensure that cemetery complies with depth of burial requirements	DCP, MF	
r 25	Duty to ensure that the cemetery complies with the requirements for interment in concrete-lined graves	DCP, MF	
r 27	Power to inspect any coffin, container or other receptacle if satisfied of the matters in paragraphs (a) and (b)	not delegated	
r 28(1)	Power to remove any fittings on any coffin, container or other receptacle if the fittings may impede the cremation process or damage the cremator	not delegated	
r 28(2)	Duty to ensure any fittings removed of are disposed in an appropriate manner	not delegated	
r 29	Power to dispose of any metal substance or non-human substance recovered from a cremator	not delegated	
r 30(2)	Power to release cremated human remains to certain persons	not delegated	Subject to any order of a court
r 31(1)	Duty to make cremated human remains available for collection within 2 working days after the cremation	not delegated	
r 31(2)	Duty to hold cremated human remains for at least 12 months from the date of cremation	not delegated	
r 31(3)	Power to dispose of cremated human remains if no person gives a direction within 12 months of the date of cremation	not delegated	
r 31(4)	Duty to take reasonable steps notify relevant people of intention to dispose of remains at expiry of 12 month period	not delegated	
r 32	Duty to ensure a mausoleum is constructed in accordance with paragraphs (a)-(d)	DCP, MF	
r 33(1)	Duty to ensure that remains are interred in a coffin, container or receptacle in accordance with paragraphs (a)-(c)	DCP, MF	
r 33(2)	Duty to ensure that remains are interred in accordance with paragraphs (a)-(b)	DCP, MF	
r 34	Duty to ensure that a crypt space in a mausoleum is sealed in accordance with paragraphs (a)-(b)	DCP, MF	
r 36	Duty to provide statement that alternative vendors or supplier of monuments exist	not delegated	

## CEMETERIES AND CREMATORIA REGULATIONS 2015

These provisions apply to Councils appointed as a cemetery trust under section 5 of the *Cemeteries and Crematoria Act* 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)

Column 1	Column 2	DELEGATE	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
r 40	Power to approve a person to play sport within a public cemetery	DCP, MF	
r 41(1)	Power to approve fishing and bathing within a public cemetery	DCP, MF	
r 42(1)	Power to approve hunting within a public cemetery	DCP, MF	
r 43	Power to approve camping within a public cemetery	DCP, MF	
r 45(1)	Power to approve the removal of plants within a public cemetery	DCP, MF	
r 46	Power to approve certain activities under the Regulations if satisfied of regulation (1)(a)-(c)	DCP, MF	
r 47(3)	Power to approve the use of fire in a public cemetery	DCP, MF	
r 48(2)	Power to approve a person to drive, ride or use a vehicle on any surface other than a road, track or parking area	DCP, MF	
<b>Note: SCHEDULE 2 contains Model Rules – only applicable if the cemetery trust has not made its own cemetery trust rules</b>			
sch 2 cl 4	Power to approve the carrying out of an activity referred to in rules 8, 16, 17 and 18 of sch 2	DCP, MF	See note above regarding model rules
sch 2 cl 5(1)	Duty to display the hours during which pedestrian access is available to the cemetery	DCP, MF	See note above regarding model rules
sch 2 cl 5(2)	Duty to notify the Secretary of, (a) the hours during which pedestrian access is available to the cemetery; and (b) any changes to those hours	DCP, MF	See note above regarding model rules
sch 2 cl 6(1)	Power to give directions regarding the manner in which a funeral is to be conducted	DCP, MF	See note above regarding model rules
sch 2 cl 7(1)	Power to give directions regarding the dressing of places of interment and memorials	DCP, MF	See note above regarding model rules
sch 2 cl 8	Power to approve certain mementos on a memorial	DCP, MF	See note above regarding model rules
sch 2 cl 11(1)	Power to remove objects from a memorial or place of interment	DCP, MF	See note above regarding model rules
sch 2 cl 11(2)	Duty to ensure objects removed under sub rule (1) are disposed of in an appropriate manner	DCP, MF	See note above regarding model rules

**CEMETERIES AND CREMATORIA REGULATIONS 2015**

These provisions apply to Councils appointed as a cemetery trust under section 5 of the *Cemeteries and Crematoria Act* 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>DELEGATE</b>	<b>Column 4</b>
<b>PROVISION</b>	<b>THING DELEGATED</b>	<b>DELEGATE</b>	<b>CONDITIONS &amp; LIMITATIONS</b>
sch 2 cl 12	Power to inspect any work being carried out on memorials, places of interment and buildings for ceremonies	DCP, MF	See note above regarding model rules
sch 2 cl 14	Power to approve an animal to enter into or remain in a cemetery	DCP, MF	See note above regarding model rules
sch 2 cl 16(1)	Power to approve construction and building within a cemetery	DCP, MF	See note above regarding model rules
sch 2 cl 17(1)	Power to approve action to disturb or demolish property of the cemetery trust	DCP, MF	See note above regarding model rules
sch 2 cl 18(1)	Power to approve digging or planting within a cemetery	DCP, MF	See note above regarding model rules

<b><u>DOMESTIC ANIMALS ACT 1994</u></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>
s 41A(1)	Power to declare a dog to be a menacing dog	DCP, MPA, LLO, LLO2, CPC	Council may delegate this power to a Council authorised officer

<b>FOOD ACT 1984</b>			
<b>Column 1</b>	<b>Column 2</b>	<b>Column 3</b>	<b>Column 4</b>
<b>PROVISION</b>	<b>THING DELEGATED</b>	<b>DELEGATE</b>	<b>CONDITIONS &amp; LIMITATIONS</b>
s 19(2)(a)	Power to direct by written order that the food premises be put into a clean and sanitary condition	DCP, MPA, EHC, EHO	If s 19(1) applies
s 19(2)(b)	Power to direct by written order that specified steps be taken to ensure that food prepared, sold or handled is safe and suitable	DCP, MPA, EHC, EHO	If s 19(1) applies
s 19(3)	Power to direct by written order that the food premises not be kept or used for the sale, or handling for sale, of any food, or for the preparation of any food, or for any other specified purpose, or for the use of any specified equipment or a specified process	DCP, MPA, EHC, EHO	If s 19(1) applies. Only in relation to temporary food premises or mobile food premises
s 19(4)(a)	Power to direct that an order made under s 19(3)(a) or (b), (i) be affixed to a conspicuous part of the premises, and (ii) inform the public by notice in a published newspaper or otherwise	DCP, MPA, EHC, EHO	If s 19(1) applies
s 19(6)(a)	Duty to revoke any order under s 19 if satisfied that an order has been complied with	DCP, MPA, EHC, EHO	If s 19(1) applies
s 19(6)(b)	Duty to give written notice of revocation under s 19(6)(a) if satisfied that an order has been complied with	DCP, MPA, EHC, EHO	If s 19(1) applies
s 19AA(2)	Power to direct, by written order, that a person must take any of the actions described in (a)-(c).	DCP, MPA, EHC, EHO	Where Council is the registration authority
s 19AA(4)(c)	Power to direct, in an order made under s 19AA(2) or a subsequent written order, that a person must ensure that any food or class of food is not removed from the premises	DCP, MPA, EHC, EHO	Note: the power to direct the matters under s 19AA(4)(a) and (b) not capable of delegation and so such directions must be made by a Council resolution
s 19AA(7)	Duty to revoke order issued under s 19AA and give written notice of revocation, if satisfied that that order has been complied with	DCP, MPA, EHC, EHO	Where Council is the registration authority
s 19CB(4)(b)	Power to request copy of records	DCP, MPA, EHC, EHO	Where Council is the registration authority
s 19E(1)(d)	Power to request a copy of the food safety program	DCP, MPA, EHC, 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 19GB	Power to request proprietor to provide written details of the name, qualification or experience of the current food safety supervisor	DCP, MPA, EHC, EHO	Where Council is the registration authority
s 19M(4)(a) & (5)	Power to conduct a food safety audit and take actions where deficiencies are identified	DCP, MPA, EHC, EHO	Where Council is the registration authority
s 19NA(1)	Power to request food safety audit reports	DCP, MPA, EHC, 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	DCP, MPA, EHC, EHO	
s 19UA	Power to charge fees for conducting a food safety assessment or inspection	DCP, MPA, EHC, EHO	Except for an assessment required by a declaration under s 19C or an inspection under ss 38B(1)(c) or 39.
s 19W	Power to direct a proprietor of a food premises to comply with any requirement under Part IIIB	DCP, MPA, EHC, 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	DCP, MPA, EHC, EHO	Where Council is the registration authority
s 19W(3)(b)	Power to direct a proprietor of a food premises to have details of any staff training incorporated into the minimum records required to be kept or food safety program of the premises	DCP, MPA, EHC, EHO	Where Council is the registration authority
---	Power to register, renew or transfer registration	DCP, MPA, EHC, EHO	Where Council is the registration authority. Refusal to grant/renew/transfer registration must be ratified by Council or the CEO (see s 58A(2))
s 36A	Power to accept an application for registration or notification using online portal	DCP, MPA, EHC, EHO	Where Council is the registration authority.
s36B	Duty to pay the charge for use of online portal	DCP, MPA, EHC, 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	DCP, MPA, EHC, EHO	Where Council is the registration authority
s 38AB(4)	Power to fix a fee for the receipt of a notification under s 38AA in accordance with a declaration under s 38AB(1)	DCP, MPA, EHC, EHO	Where Council is the registration authority
s 38A(4)	Power to request a copy of a completed food safety program template	DCP, MPA, EHC, EHO	Where Council is the registration authority
s 38B(1)(a)	Duty to assess the application and determine which class of food premises under s 19C the food premises belongs	DCP, MPA, EHC, EHO	Where Council is the registration authority
s 38B(1)(b)	Duty to ensure proprietor has complied with requirements of s 38A	DCP, MPA, EHC, EHO	Where Council is the registration authority
s 38B(2)	Duty to be satisfied of the matters in s 38B(2)(a)-(b)	DCP, MPA, EHC, EHO	Where Council is the registration authority
s 38D(1)	Duty to ensure compliance with the applicable provisions of s 38C and inspect the premises if required by s 39	DCP, MPA, EHC, EHO	Where Council is the registration authority
s 38D(2)	Duty to be satisfied of the matters in s 38D(2)(a)-(d)	DCP, MPA, EHC, EHO	Where Council is the registration authority
s 38D(3)	Power to request copies of any audit reports	DCP, MPA, EHC, EHO	Where Council is the registration authority
s 38E(2)	Power to register the food premises on a conditional basis	DCP, MPA, EHC, EHO	Where Council is the registration authority. Not exceeding the prescribed time limit defined under s 38E(5)
s 38E(4)	Duty to register the food premises when conditions are satisfied	DCP, MPA, EHC, EHO	Where Council is the registration authority
s 38F(3)(b)	Power to require proprietor to comply with requirements of this Act	DCP, MPA, EHC, EHO	Where Council is the registration authority
s 38G(1)	Power to require notification of change of the food safety program type used for the food premises	DCP, MPA, EHC, 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 38G(2)	Power to require the proprietor of the food premises to comply with any requirement of the Act	DCP, MPA, EHC, EHO	Where Council is the registration authority.
s 39A	Power to register, renew or transfer food premises despite minor defects	DCP, MPA, EHC, EHO	Where Council is the registration authority. Only if satisfied of matters in s 39A(2)(a)-(c)
s 40(2)	Power to incorporate the certificate of registration in one document with any certificate of registration under Part 6 of the <i>Public Health and Wellbeing Act 2008</i>	DCP, MPA, EHC, EHO	
s 40C(2)	Power to grant or renew the registration of food premises for a period of less than 1 year	DCP, MPA, EHC, EHO	Where Council is the registration authority
s 40D(1)	Power to suspend or revoke the registration of food premises	DCP, MPA, EHC, EHO	Where Council is the registration authority
s 40F	Power to cancel registration of food premises	DCP, MPA, EHC, 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	DCP, MPA, EHC, 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	DCP, MPA, EHC, EHO	Where Council is the registration authority
s 46(5)	Power to institute proceedings against another person where the offence was due to an act or default by that other person and where the first person charged could successfully defend a prosecution, without proceedings first being instituted against the person first charged	DCP, MPA, EHC, EHO, PRO	Where Council is the registration authority

<b><u>HERITAGE ACT 2017</u></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 116	Power to sub-delegate Executive Director's functions, duties or powers	CEO	Must first obtain Executive Director's written consent. Council can only sub-delegate if the Instrument of Delegation from the Executive Director authorises sub-delegation

<b><u>LOCAL GOVERNMENT ACT 1989</u></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 185L(4)	Power to declare and levy a cladding rectification charge	<a href="#">CEO<sup>[1]</sup></a>	

[\[1\] The only member of staff who can be a delegate in Column 3 is the CEO.](#)

**PLANNING AND ENVIRONMENT ACT 1987**

Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 4B	Power to prepare an amendment to the Victorian Planning Provisions	DCP, MPA, PC, SP	If authorised by the Minister
s 4G	Function of receiving prescribed documents and a copy of the Victorian Planning Provisions from the Minister	DCP, MPA, PC, SP, PO, CPC, AOSLL, AOP	
s 4H	Duty to make amendment to Victorian Planning Provisions available in accordance with public availability requirements	DCP, MPA, PC, SP, PO, CPC, AOSLL, AOP	
s 4I	Duty to keep Victorian Planning Provisions and other documents available in accordance with public availability requirements	DCP, MPA, PC, SP, PO, CPC, AOSLL, AOP	
s 8A(2)	Power to prepare amendment to the planning scheme where the Minister has given consent under s 8A	DCP, MPA, PC, SP	
s 8A(3)	Power to apply to Minister to prepare an amendment to the planning scheme	DCP, MPA, PC, SP	
s 8A(5)	Function of receiving notice of the Minister's decision	DCP, MPA, PC, SP	
s 8A(7)	Power to prepare the amendment specified in the application without the Minister's authorisation if no response received after 10 business days	DCP, MPA, PC, SP	
s 8B(2)	Power to apply to the Minister for authorisation to prepare an amendment to the planning scheme of an adjoining municipal district	DCP, MPA, PC, SP	
s 12(3)	Power to carry out studies and do things to ensure proper use of land and consult with other persons to ensure co-ordination of planning scheme with these persons	CEO, DCP, MPA, PC, SP	
s 12A(1)	Duty to prepare a municipal strategic statement (including power to prepare a municipal strategic statement under s 19 of the <i>Planning and Environment (Planning Schemes) Act 1996</i> )	CEO, DCP, MPA, PC, SP	

**PLANNING AND ENVIRONMENT ACT 1987**

Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 12B(1)	Duty to review planning scheme	CEO, DCP, MPA, PC, SP, PO, CPC	
s 12B(2)	Duty to review planning scheme at direction of Minister	CEO, DCP, MPA, PC, SP, PO, CPC	
s 12B(5)	Duty to report findings of review of planning scheme to Minister without delay	DCP, MPA, PC, SP, PO, CPC	
s 14	duties of a Responsible Authority as set out in s 14(a) to (d)	DCP, MPA, PC, SP, PO, CPC	
s 17(1)	Duty of giving copy amendment to the planning scheme	DCP, MPA, PC, SP, PO, CPC	
s 17(2)	Duty of giving copy s 173 agreement	DCP, MPA, PC, SP, PO, CPC	
s 17(3)	Duty of giving copy amendment, explanatory report and relevant documents to the Minister within 10 business days	DCP, MPA, PC, SP, PO, CPC	
s 18	Duty to make amendment etc. available in accordance with public availability requirements	DCP, MPA, PC, SP, PO, CPC, AOSLL, AOP	
s 19	Power to give notice, to decide not to give notice, to publish notice of amendment to a planning scheme and to exercise any other power under s 19 to a planning scheme	DCP, MPA, PC, SP, PO, CPC	
s 19	Function of receiving notice of preparation of an amendment to a planning scheme	DCP, MPA, PC, SP, PO, CPC	Where Council is not the planning authority and the amendment affects land within Council's municipal district; or Where the amendment will amend the planning scheme to designate Council as an acquiring authority.
s 20(1)	Power to apply to Minister for exemption from the requirements of s 19	DCP, MPA, PC, SP, PO, CPC	

**PLANNING AND ENVIRONMENT ACT 1987**

Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 21(2)	Duty to make submissions available in accordance with public availability requirements	DCP, MPA, PC, SP, PO, CPC, AOSLL, AOP	
s 21A(4)	Duty to publish notice	DCP, MPA, PC, SP, PO, CPC, AOSLL, AOP	
s 22	Duty to consider all submissions	DCP, MPA, PC, SP, PO, CPC	Except submissions which request a change to the items in s 22(5)(a) and (b)
s 23(1)(b)	Duty to refer submissions which request a change to the amendment to a panel	DCP, MPA, PC, SP, PO, CPC	
s 23(2)	Power to refer to a panel submissions which do not require a change to the amendment	DCP, MPA, PC, SP, PO, CPC	
s 24	Function to represent Council and present a submission at a panel hearing (including a hearing referred to in s 96D)	DCP, MPA, PC, SP, PO, CPC	
s 26(1)	Power to make report available for inspection in accordance with the requirements set out in s197B of the Act	DCP, MPA, PC, SP, PO, CPC, AOSLL, AOP	
s 26(2)	Duty to keep report of panel available in accordance with public availability requirements	DCP, MPA, PC, SP, PO, CPC, AOSLL, AOP	
s 27(2)	Power to apply for exemption if panel's report not received	DCP, MPA, PC, SP, PO, CPC	
s 28(1)	Duty to notify the Minister if abandoning an amendment	DCP, MPA, PC, SP, PO, CPC	Note: the power to make a decision to abandon an amendment cannot be delegated
s 28(2)	Duty to publish notice of the decision on Internet site	DCP, MPA, PC, PO, AOSLL, AOP	

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Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 28(4)	Duty to make notice of the decision available on Council's Internet site for a period of at least 2 months	DCP, MPA, PC, PO, AOSLL, AOP	
s 30(4)(a)	Duty to say if amendment has lapsed	DCP, MPA, PC, SP, PO, CPC	
s 30(4)(b)	Duty to provide information in writing upon request	DCP, MPA, PC, SP, PO, CPC	
s 32(2)	Duty to give more notice if required	DCP, MPA, PC, SP, PO, CPC	
s 33(1)	Duty to give more notice of changes to an amendment	DCP, MPA, PC, SP, PO, CPC	
s 36(2)	Duty to give notice of approval of amendment	DCP, MPA, PC, SP, PO, CPC, AOSLL, AOP	
s 38(5)	Duty to give notice of revocation of an amendment	DCP, MPA, PC, SP, PO, CPC	
s 39	Function of being a party to a proceeding commenced under s 39 and duty to comply with determination by VCAT	DCP, MPA, PC, SP	
s 40(1)	Function of lodging copy of approved amendment	DCP, MPA, PC, SP, PO, CPC	
s 41(1)	Duty to make a copy of an approved amendment available in accordance with the public availability requirements during inspection period	DCP, MPA, PC, SP, PO, CPC, AOSLL, AOP	
s 41(2)	Duty to make a copy of an approved amendment and any documents lodged with it available in person in accordance with the requirements set out in s 197B of the Act after the inspection period ends	DCP, MPA, PC, SP, AOSLL, AOP	
s 42(2)	Duty to make copy of planning scheme available in accordance with the public availability requirements	DCP, MPA, PC, SP, PO, CPC, AOSLL, AOP	

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Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 46AAA	Duty to prepare an amendment to a planning scheme that relates to Yarra River land that is not inconsistent with anything in a Yarra Strategic Plan which is expressed to be binding on the responsible public entity	not delegated	Where Council is a responsible public entity and is a planning authority. Note: this provision is not yet in force, and will commence on the day on which the initial Yarra Strategic Plan comes into operation. It will affect a limited number of councils - <i>and does not affect Alpine Shire Council.</i>
s 46AW	Function of being consulted by the Minister	DCP, MPA, PC	Where Council is a responsible public entity
s 46AX	Function of receiving a draft Statement of Planning Policy and written direction in relation to the endorsement of the draft Statement of Planning Policy. Power to endorse the draft Statement of Planning Policy	DCP, MPA, PC	Where Council is a responsible public entity
s 46AZC(2)	Duty not to prepare an amendment to a declared area planning scheme that is inconsistent with a Statement of Planning Policy for the declared area that is expressed to be binding on the responsible public entity	DCP, MPA, PC	Where Council is a responsible public entity
s 46AZK	Duty not to act inconsistently with any provision of the Statement of Planning Policy that is expressed to be binding on the public entity when performing a function or duty or exercising a power in relation to the declared area	DCP, MPA, PC	Where Council is a responsible public entity

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Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 46GI(2)(b)(i)	Power to agree to a lower rate of standard levy for a class of development of a particular type of land than the rate specified in a Minister's direction	not delegated	Where Council is the planning authority, the municipal Council of the municipal district in which the land is located and/or the development agency.  <i>There are no Development Contribution Plans incorporated in the Alpine Planning Scheme. Currently, Infrastructure Contribution Plans only apply to the Metropolitan Greenfield Growth Area surrounding Melbourne. Therefore, no delegations are made regarding these provisions for Alpine Shire Council</i>
s 46GJ(1)	Function of receiving written directions from the Minister in relation to the preparation and content of infrastructure contributions plans	not delegated	
s 46GK	Duty to comply with a Minister's direction that applies to Council as the planning authority	not delegated	
s 46GN(1)	Duty to arrange for estimates of values of inner public purpose land	not delegated	
s 46GO(1)	Duty to give notice to owners of certain inner public purpose land	not delegated	
s 46GP	Function of receiving a notice under s 46GO	not delegated	Where Council is the collecting agency
s 46GQ	Function of receiving a submission from an affected owner who objects to the estimated value per hectare (or other appropriate unit of measurement) of the inner public purpose land	not delegated	
s 46GR(1)	Duty to consider every submission that is made by the closing date for submissions included in the notice under s 46GO	not delegated	
s 46GR(2)	Power to consider a late submission. Duty to consider a late submission if directed to do so by the Minister	not delegated	
s 46GS(1)	Power to accept or reject the estimate of the value of the inner public purpose land in a submission made under s 46GQ	not delegated	

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Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 46GS(2)	Duty, if Council rejects the estimate of the value of the inner public purpose land in the submission, to refer the matter to the valuer-general, and notify the affected owner of the rejection and that the matter has been referred to the valuer-general	not delegated	
s 46GT(2)	Duty to pay half of the fee fixed by the valuer-general for arranging and attending the conference	not delegated	
s 46GT(4)	Function of receiving, from the valuer-general, written confirmation of the agreement between the planning authority's valuer and the affected owner's valuer as to the estimated value of the inner public purpose land	not delegated	
s 46GT(6)	Function of receiving, from the valuer-general, written notice of a determination under s 46GT(5)	not delegated	
s 46GU	Duty not to adopt an amendment under s 29 to an infrastructure contributions plan that specifies a land credit amount or a land equalisation amount that relates to a parcel of land in the ICP plan area of the plan unless the criteria in s 46GU(1)(a) and (b) are met	not delegated	
s 46GV(3)	Function of receiving the monetary component and any land equalisation amount of the infrastructure contribution. Power to specify the manner in which the payment is to be made	not delegated	Where Council is the collecting agency
s 46GV(3)(b)	Power to enter into an agreement with the applicant	not delegated	Where Council is the collecting agency
s 46GV(4)(a)	Function of receiving the inner public purpose land in accordance with s 46GV(5) and (6)	not delegated	Where Council is the development agency
s 46GV(4)(b)	Function of receiving the inner public purpose land in accordance with s 46GV(5) and (6)	not delegated	Where Council is the collecting agency
s 46GV(7)	Duty to impose the requirements set out in s 46GV(3) and (4) as conditions on the permit applied for by the applicant to develop the land in the ICP plan area	not delegated	
s 46GV(9)	Power to require the payment of a monetary component or the provision of the land component of an infrastructure contribution to be secured to Council's satisfaction	not delegated	Where Council is the collecting agency

**PLANNING AND ENVIRONMENT ACT 1987**

Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 46GX(1)	Power to accept works, services or facilities in part or full satisfaction of the monetary component of an infrastructure contribution payable	not delegated	Where Council is the collecting agency
s 46GX(2)	Duty, before accepting the provision of works, services or facilities by an applicant under s 46GX(1), to obtain the agreement of the development agency or agencies specified in the approved infrastructure contributions plan	not delegated	Where Council is the collecting agency
s 46GY(1)	Duty to keep proper and separate accounts and records	not delegated	Where Council is the collecting agency
s 46GY(2)	Duty to keep the accounts and records in accordance with the <i>Local Government Act 2020</i>	not delegated	Where Council is the collecting agency
s 46GZ(2)(a)	Duty to forward any part of the monetary component that is imposed for plan preparation costs to the planning authority that incurred those costs	not delegated	Where Council is the collecting agency under an approved infrastructure contributions plan. This duty does not apply where Council is that planning authority
s 46GZ(2)(a)	Function of receiving the monetary component	not delegated	Where the Council is the planning authority. This duty does not apply where Council is also the collecting agency
s 46GZ(2)(b)	Duty to forward any part of the monetary component that is imposed for the provision of works, services or facilities to the development agency that is specified in the plan as responsible for those works, services or facilities	not delegated	Where Council is the collecting agency under an approved infrastructure contributions plan. This provision does not apply where Council is also the relevant development agency
s 46GZ(2)(b)	Function of receiving the monetary component	not delegated	Where Council is the development agency under an approved infrastructure contributions plan. This provision does not apply where Council is also the collecting agency

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Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 46GZ(4)	Duty to use any land equalisation amounts to pay land credit amounts under s 46GZ(7), except any part of those amounts that are to be forwarded to a development agency under s 46GZ(5)	not delegated	Where Council is the collecting agency under an approved infrastructure contributions plan
s 46GZ(5)	Duty to forward any part of a land equalisation amount required for the acquisition of outer public purpose land by a development agency specified in the approved infrastructure contributions plan to that development agency	not delegated	Where Council is the collecting agency under an approved infrastructure contributions plan. This provision does not apply where Council is also the relevant development agency
s 46GZ(5)	Function of receiving any part of a land equalisation amount required for the acquisition of outer public purpose land	not delegated	Where Council is the development agency specified in the approved infrastructure contributions plan. This provision does not apply where Council is also the collecting agency
s 46GZ(7)	Duty to pay to each person who must provide an infrastructure contribution under the approved infrastructure contributions plan any land credit amount to which the person is entitled under s 46GW	not delegated	Where Council is the collecting agency under an approved infrastructure contributions plan.
s 46GZ(9)	Duty to transfer the estate in fee simple in the land to the development agency specified in the approved infrastructure contributions plan as responsible for the use and development of that land	not delegated	If any inner public purpose land is vested in Council under the <i>Subdivision Act 1988</i> or acquired by Council before the time it is required to be provided to Council under s 46GV(4). Where Council is the collecting agency under an approved infrastructure contributions plan This duty does not apply where Council is also the development
s 46GZ(9)	Function of receiving the fee simple in the land	not delegated	Where Council is the development agency under an approved infrastructure contributions plan. This duty does not apply where Council is also the collecting agency

**PLANNING AND ENVIRONMENT ACT 1987**

Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 46GZA(1)	Duty to keep proper and separate accounts and records	not delegated	Where Council is a development agency under an approved infrastructure contributions plan
s 46GZA(2)	Duty to keep the accounts and records in accordance with the <i>Local Government Act 2020</i>	not delegated	Where Council is a development agency under an approved infrastructure contributions plan
s 46GZB(3)	Duty to follow the steps set out in s 46GZB(3)(a) – (c)	not delegated	Where Council is a development agency under an approved infrastructure contributions plan
s 46GZB(4)	Duty, in accordance with requirements of the VPA, to report on the use of the infrastructure contribution in the development agency's annual report and provide reports on the use of the infrastructure contribution to the VPA	not delegated	If the VPA is the collecting agency under an approved infrastructure contributions plan. Where Council is a development agency under an approved infrastructure contributions plan
s 46GZD(2)	Duty, within 6 months after the date on which the approved infrastructure contributions plan expires, to follow the steps set out in s 46GZD(2)(a) and (b)	not delegated	Where Council is the development agency under an approved infrastructure contributions plan
s 46GZD(3)	Duty to follow the steps set out in s 46GZD(3)(a) and (b)	not delegated	Where Council is the collecting agency under an approved infrastructure contributions plan.
s 46GZD(5)	Duty to make payments under s 46GZD(3) in accordance with ss 46GZD(5)(a) and 46GZD(5)(b)	not delegated	Where Council is the collecting agency under an approved infrastructure contributions plan
s 46GZE(2)	Duty to forward the land equalisation amount back to the collecting agency within 6 months after the expiry date if any part of a land equalisation amount paid or forwarded to a development agency for acquiring outer public purpose land has not been expended by the development agency to acquire that land at the date on which the approved infrastructure contributions plan expires	not delegated	Where Council is the development agency under an approved infrastructure contributions plan. This duty does not apply where Council is also the collecting agency

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Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 46GZE(2)	Function of receiving the unexpended land equalisation amount	not delegated	Where Council is the collecting agency under an approved infrastructure contributions plan. This duty does not apply where Council is also the development agency
s 46GZE(3)	Duty, within 12 months after the date on which the approved infrastructure contributions plan expires, to follow the steps set out in s 46GZE(3)(a) and (b)	not delegated	Where Council is the collecting agency under an approved infrastructure contributions plan
s 46GZF(2)	Duty, within 12 months after the date on which the approved infrastructure contributions plan expires, to use the public purpose land for a public purpose approved by the Minister or sell the public purpose land	not delegated	Where Council is the development agency under an approved infrastructure contributions plan
s 46GZF(3)	Duty, if land is sold under s 46GZF(2)(b), to follow the steps in s 46GZF(3)(a) and (b)	not delegated	Where Council is the development agency under an approved infrastructure contributions plan
s 46GZF(3)	s 46GZF(3)(a) function of receiving proceeds of sale	not delegated	Where Council is the collection agency under an approved infrastructure contributions plan. This provision does not apply where Council is also the development agency
s 46GZF(4)	Duty to divide the proceeds of the public purpose land among the current owners of each parcel of land in the ICP plan area and pay each current owner a portion of the proceeds in accordance with s 46GZF(5)	not delegated	Where Council is the collecting agency under an approved infrastructure contributions plan
s 46GZF(6)	Duty to make the payments under s 46GZF(4) in accordance with s 46GZF(6)(a) and (b)	not delegated	Where Council is the collecting agency under an approved infrastructure contributions plan
s 46GZH	Power to recover the monetary component, or any land equalisation amount of the land component, payable under Part 3AB as a debt in any court of competent jurisdiction	not delegated	Where Council is the collecting agency under an approved infrastructure contributions plan
s 46GZI	Duty to prepare and give a report to the Minister at the times required by the Minister	not delegated	Where Council is a collecting agency or development agency

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Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 46GZK	Power to deal with public purpose land which has vested in, been acquired by, or transferred to, Council	not delegated	Where Council is a collecting agency or development agency
s 46LB(3)	Duty to publish, on Council's Internet site, the payable dwelling amount for a financial year on or before 1 July of each financial year for which the amount is adjusted under s 46LB (2)	not delegated	
s 46N(1)	Duty to include condition in permit regarding payment of development infrastructure levy	not delegated	
s 46N(2)(c)	Function of determining time and manner for receipt of development contributions levy	not delegated	
s 46N(2)(d)	Power to enter into an agreement with the applicant regarding payment of development infrastructure levy	not delegated	
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	not delegated	
s 46O(1)(d) & (2)(d)	Power to enter into agreement with the applicant regarding payment of community infrastructure levy	not delegated	
s 46P(1)	Power to require payment of amount of levy under s 46N or s 46O to be satisfactorily secured	not delegated	
s 46P(2)	Power to accept provision of land, works, services or facilities in part or full payment of levy payable	not delegated	
s 46Q(1)	Duty to keep proper accounts of levies paid	not delegated	
s 46Q(1A)	Duty to forward to development agency part of levy imposed for carrying out works, services, or facilities on behalf of development agency or plan preparation costs incurred by a development agency	not delegated	
s 46Q(2)	Duty to apply levy only for a purpose relating to the provision of plan preparation costs or the works, services and facilities in respect of which the levy was paid etc	not delegated	
s 46Q(3)	Power to refund any amount of levy paid if it is satisfied the development is not to proceed	not delegated	Only applies when levy is paid to Council as a 'development agency'

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Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 46Q(4)(c)	Duty to pay amount to current owners of land in the area if an amount of levy has been paid to a municipal Council as a development agency for plan preparation costs incurred by the Council or for the provision by the Council of works, services or facilities in an area under s 46Q(4)(a)	not delegated	Must be done within six months of the end of the period required by the development contributions plan and with the consent of, and in the manner approved by, the Minister.
s 46Q(4)(d)	Duty to submit to the Minister an amendment to the approved development contributions plan	not delegated	Must be done in accordance with Part 3
s 46Q(4)(e)	Duty to expend that amount on other works etc.	not delegated	With the consent of, and in the manner approved by, the Minister
s 46QC	Power to recover any amount of levy payable under Part 3B	not delegated	
s 46QD	Duty to prepare report and give a report to the Minister	not delegated	Where Council is a collecting agency or development agency.
s 46V(3)	Duty to make a copy of the approved strategy plan (being the Melbourne Airport Environs Strategy Plan) and any documents lodged with it available	not delegated	<i>Does not apply to Alpine Shire Council</i>
s 46Y	Duty to carry out works in conformity with the approved strategy plan	not delegated	<i>Does not apply to Alpine Shire Council</i>
s 47	Power to decide that an application for a planning permit does not comply with that Act	DCP, MPA, PC, SP, PO, CPC	
s 49(1)	Duty to keep a register of all applications for permits and determinations relating to permits	DCP, MPA, PC, SP, PO, CPC, AOSLL, AOP	
s 49(2)	Duty to make register available for inspection in accordance with the public availability requirements	DCP, MPA, PC, SP, PO, CPC, AOSLL, AOP	
s 50(4)	Duty to amend application	DCP, MPA, MPAA, PC, SP, PO, CPC, AOSLL, AOP, AOBEL	

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Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 50(5)	Power to refuse to amend application	DCP, MPA, PC, SP, CPC	
s 50(6)	Duty to make note of amendment to application in register	DCP, MPA, MPAA, PC, SP, PO, CPC, AOSLL, AOP, AOBEL	
s 50A(1)	Power to make amendment to application	DCP, MPA, MPAA, PC, SP, PO, CPC, AOSLL, AOP, AOBEL	
s 50A(3)	Power to require applicant to notify owner and make a declaration that notice has been given	DCP, MPA, MPAA, PC, SP, PO, CPC, AOSLL, AOP, AOBEL	
s 50A(4)	Duty to note amendment to application in register	DCP, MPA, MPAA, PC, SP, PO, CPC, AOSLL, AOP, AOBEL	
s 51	Duty to make copy of application available for inspection in accordance with the public availability requirements	DCP, MPA, MPAA, PC, SP, PO, CPC, AOSLL, AOP, AOBEL	
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	DCP, MPA, MPAA, PC, SP, PO, CPC, AOSLL, AOP, AOBEL	

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Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 52(1)(b)	Duty to give notice of the application to other municipal Council where appropriate	DCP, MPA, MPAA, PC, SP, PO, CPC, AOSLL, AOP, AOBEH	
s 52(1)(c)	Duty to give notice of the application to all persons required by the planning scheme	DCP, MPA, MPAA, PC, SP, PO, CPC, AOSLL, AOP, AOBEH	
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	DCP, MPA, MPAA, PC, SP, PO, CPC, AOSLL, AOP, AOBEH	
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	DCP, MPA, MPAA, PC, SP, PO, CPC, AOSLL, AOP, AOBEH	
s 52(1)(d)	Duty to give notice of the application to other persons who may be detrimentally effected	DCP, MPA, MPAA, PC, SP, PO, CPC, AOSLL, AOP, AOBEH	
s 52(1AA)	Duty to give notice of an application to remove or vary a registered restrictive covenant	DCP, MPA, MPAA, PC, SP, PO, CPC, AOSLL, AOP, AOBEH	
s 52(3)	Power to give any further notice of an application where appropriate	DCP, MPA, MPAA, PC, SP, PO, CPC, AOSLL, AOP, AOBEH	

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Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 53(1)	Power to require the applicant to give notice under s 52(1) to persons specified by it	DCP, MPA, MPAA, PC, SP, PO, CPC, AOSLL, AOP, AOBEH	
s 53(1A)	Power to require the applicant to give the notice under s 52(1AA)	DCP, MPA, MPAA, PC, SP, PO, CPC, AOSLL, AOP, AOBEH	
s 54(1)	Power to require the applicant to provide more information	DCP, MPA, MPAA, PC, SP, PO, CPC, AOSLL, AOP, AOBEH	
s 54(1A)	Duty to give notice in writing of information required under s 54(1)	DCP, MPA, MPAA, PC, SP, PO, CPC, AOSLL, AOP, AOBEH	
s 54(1B)	Duty to specify the lapse date for an application	DCP, MPA, MPAA, PC, SP, PO, CPC, AOSLL, AOP, AOBEH	
s 54A(3)	Power to decide to extend time or refuse to extend time to give required information	DCP, MPA, MPAA, PC, SP, PO, CPC, AOSLL, AOP, AOBEH	
s 54A(4)	Duty to give written notice of decision to extend or refuse to extend time und s 54A(3)	DCP, MPA, MPAA, PC, SP, PO, CPC, AOSLL, AOP, AOBEH	

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Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 55(1)	Duty to give copy application, together with the prescribed information, to every referral authority specified in the planning scheme	DCP, MPA, MPAA, PC, SP, PO, CPC, AOSLL, AOP, AOBELH	
s 57(2A)	Power to reject objections considered made primarily for commercial advantage for the objector	DCP, MPA	
s 57(3)	Function of receiving name and address of persons to whom notice of decision is to go	DCP, MPA, PC, SP, PO, CPC, AOSLL, AOP	
s 57(5)	Duty to make a copy of all objections available in accordance with the public availability requirements	DCP, MPA, PC, SP, PO, CPC, AOSLL, AOP	
s 57A(4)	Duty to amend application in accordance with applicant's request, subject to s 57A(5)	DCP, MPA, PC, SP, PO, CPC, AOSLL, AOP	
s 57A(5)	Power to refuse to amend application	DCP, MPA, PC, SP, CPC	
s 57A(6)	Duty to note amendments to application in register	DCP, MPA, PC, SP, PO, CPC, AOSLL, AOP	
s 57B(1)	Duty to determine whether and to whom notice should be given	DCP, MPA, PC, SP, PO, CPC, AOSLL, AOP	
s 57B(2)	Duty to consider certain matters in determining whether notice should be given	DCP, MPA, PC, SP, PO, CPC, AOSLL, AOP	

**PLANNING AND ENVIRONMENT ACT 1987**

Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 57C(1)	Duty to give copy of amended application to referral authority	DCP, MPA, PC, SP, PO, CPC, AOSLL, AOP	
s 58	Duty to consider every application for a permit	DCP, MPA, PC, SP, PO, CPC	
s 58A	Power to request advice from the Planning Application Committee	DCP, MPA, PC, SP, PO, CPC	
s 60	Duty to consider certain matters	DCP, MPA, PC, SP, PO, CPC	
s 60(1A)	Duty to consider certain matters	DCP, MPA, PC, SP, PO, CPC	
s 60(1B)	Duty to consider number of objectors in considering whether use or development may have significant social effect	DCP, MPA, PC, SP, PO, CPC	
s 61(1)	Power to determine permit application, either to decide to grant a permit, to decide to grant a permit with conditions or to refuse a permit application	DCP, MPA, PC, SP, PO, CPC	The permit must not be inconsistent with a cultural heritage management plan under the <i>Aboriginal Heritage Act 2006</i>
s 61(2)	Duty to decide to refuse to grant a permit if a relevant determining referral authority objects to grant of permit	DCP, MPA, PC, CPC	
s 61(2A)	Power to decide to refuse to grant a permit if a relevant recommending referral authority objects to the grant of permit	DCP, MPA, PC, CPC	
s 61(3)(a)	Duty not to decide to grant a permit to use coastal Crown land without Minister's consent	not delegated	
s 61(3)(b)	Duty to refuse to grant the permit without the Minister's consent	not delegated	
s 61(4)	Duty to refuse to grant the permit if grant would authorise a breach of a registered restrictive covenant	DCP, MPA, PC, CPC	
s 62(1)	Duty to include certain conditions in deciding to grant a permit	DCP, MPA, PC, CPC, PO, CPC, SP	

**PLANNING AND ENVIRONMENT ACT 1987**

Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 62(2)	Power to include other conditions	DCP, MPA, PC, CPC, PO, CPC, SP	
s 62(4)	Duty to ensure conditions are consistent with paragraphs (a),(b) and (c)	DCP, MPA, PC, CPC, PO, CPC, SP	
s 62(5)(a)	Power to include a permit condition to implement an approved development contributions plan or an approved infrastructure contributions plan	DCP, MPA, PC, CPC, PO, CPC, SP	
s 62(5)(b)	Power to include a permit condition that specified works be provided on or to the land or paid for in accordance with s 173 agreement	DCP, MPA, PC, CPC, PO, CPC, SP	
s 62(5)(c)	Power to include a permit condition that specified works be provided or paid for by the applicant	DCP, MPA, PC, CPC, PO, CPC, SP	
s 62(6)(a)	Duty not to include a permit condition requiring a person to pay an amount for or provide works except in accordance with ss 46N(1), 46GV(7) or 62(5)	DCP, MPA, PC, CPC, PO, CPC, SP	
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	DCP, MPA, PC, CPC, PO, CPC, SP	
s 63	Duty to issue the permit where made a decision in favour of the application (if no one has objected)	DCP, MPA, PC, CPC, PO, CPC, SP	
s 64(1)	Duty to give notice of decision to grant a permit to applicant and objectors	not delegated	This provision applies also to a decision to grant an amendment to a permit - see s 75 <i>Where there are objections, the decision regarding the permit is presented to a Council meeting.</i>
s 64(3)	Duty not to issue a permit until after the specified period	not delegated	This provision applies also to a decision to grant an amendment to a permit - see s 75
s 64(5)	Duty to give each objector a copy of an exempt decision	not delegated	This provision applies also to a decision to grant an amendment to a permit - see s 75

**PLANNING AND ENVIRONMENT ACT 1987**

Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 64A	Duty not to issue permit until the end of a period when an application for review may be lodged with VCAT or until VCAT has determined the application, if a relevant recommending referral authority has objected to the grant of a permit	DCP, MPA, PC, CPC, PO, CPC, SP	This provision applies also to a decision to grant an amendment to a permit - see s 75A
s 65(1)	Duty to give notice of refusal to grant permit to applicant and person who objected under s 57	DCP, MPA, PC, SP, PO, CPC, AOSLL, AOP	
s 66(1)	Duty to give notice under s 64 or s 65 and copy permit to relevant determining referral authorities	DCP, MPA, PC, SP, PO, CPC, AOSLL, AOP	
s 66(2)	Duty to give a recommending referral authority notice of its decision to grant a permit	DCP, MPA, PC, SP, PO, CPC, AOSLL, AOP	If the recommending referral authority objected to the grant of the permit or the responsible authority decided not to include a condition on the permit recommended by the recommending referral authority
s 66(4)	Duty to give a recommending referral authority notice of its decision to refuse a permit	DCP, MPA, PC, SP, PO, CPC, AOSLL, AOP	If the recommending referral authority objected to the grant of the permit or the recommending referral authority recommended that a permit condition be included on the permit
s 66(6)	Duty to give a recommending referral authority a copy of any permit which Council decides to grant and a copy of any notice given under s 64 or 65	DCP, MPA, PC, SP, PO, CPC, AOSLL, AOP	If the recommending referral authority did not object to the grant of the permit or the recommending referral authority did not recommend a condition be included on the permit
s 69(1)	Function of receiving application for extension of time of permit	DCP, MPA, PC, SP, PO, CPC, AOSLL, AOP	

**PLANNING AND ENVIRONMENT ACT 1987**

Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 69(1A)	Function of receiving application for extension of time to complete development	DCP, MPA, PC, SP, PO, CPC, AOSLL, AOP	
s 69(2)	Power to extend time	DCP, MPA, PC, SP, PO, CPC	
s 70	Duty to make copy permit available in accordance with public availability requirements	DCP, MPA, PC, SP, PO, CPC, AOSLL, AOP	
s 71(1)	Power to correct certain mistakes	DCP, MPA, PC, SP, PO, CPC	
s 71(2)	Duty to note corrections in register	DCP, MPA, PC, SP, PO, CPC, AOSLL, AOP	
s 73	Power to decide to grant amendment subject to conditions	DCP, MPA, PC, SP, PO, CPC	
s 74	Duty to issue amended permit to applicant if no objectors	DCP, MPA, PC, SP, PO, CPC	
s 76	Duty to give applicant and objectors notice of decision to refuse to grant amendment to permit	DCP, MPA, PC, SP, PO, CPC, AOSLL, AOP	
s 76A(1)	Duty to give relevant determining referral authorities copy of amended permit and copy of notice	DCP, MPA, PC, SP, PO, CPC, AOSLL, AOP	

**PLANNING AND ENVIRONMENT ACT 1987**

Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 76A(2)	Duty to give a recommending referral authority notice of its decision to grant an amendment to a permit	DCP, MPA, PC, SP, PO, CPC, AOSLL, AOP	If the recommending referral authority objected to the amendment of the permit or the responsible authority decided not to include a condition on the amended permit recommended by the recommending referral authority
s 76A(4)	Duty to give a recommending referral authority notice of its decision to refuse a permit	DCP, MPA, PC, SP, PO, CPC, AOSLL, AOP	If the recommending referral authority objected to the amendment of the permit or the recommending referral authority recommended that a permit condition be included on the amended permit
s 76A(6)	Duty to give a recommending referral authority a copy of any amended permit which Council decides to grant and a copy of any notice given under s 64 or 76	DCP, MPA, PC, SP, PO, CPC, AOSLL, AOP	If the recommending referral authority did not object to the amendment of the permit or the recommending referral authority did not recommend a condition be included on the amended permit
s 76D	Duty to comply with direction of Minister to issue amended permit	DCP, MPA, PC, SP, PO, CPC	
s 83	Function of being respondent to an appeal	DCP, MPA, PC, SP, PO, CPC	
s 83B	Duty to give or publish notice of application for review	DCP, MPA, PC, SP, PO, CPC	
s 84(1)	Power to decide on an application at any time after an appeal is lodged against failure to grant a permit	DCP, MPA, PC, SP, PO, CPC	
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	DCP, MPA, PC, SP, PO, CPC	
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	DCP, MPA, PC, SP, PO, CPC	

**PLANNING AND ENVIRONMENT ACT 1987**

Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 84(6)	Duty to issue permit on receipt of advice within 3 working days	DCP, MPA, PC, SP, PO, CPC	
s 84AB	Power to agree to confining a review by the Tribunal	not delegated	
s 86	Duty to issue a permit at order of Tribunal within 3 working days	DCP, MPA, PC, SP, PO, CPC	
s 87(3)	Power to apply to VCAT for the cancellation or amendment of a permit	DCP, MPA, PC, SP, PO, CPC	
s 90(1)	Function of being heard at hearing of request for cancellation or amendment of a permit	DCP, MPA, PC, SP, PO, CPC	
s 91(2)	Duty to comply with the directions of VCAT	DCP, MPA, PC, SP, PO, CPC	
s 91(2A)	Duty to issue amended permit to owner if Tribunal so directs	DCP, MPA, PC, SP, PO, CPC	
s 92	Duty to give notice of cancellation/amendment of permit by VCAT to persons entitled to be heard under s 90	DCP, MPA, PC, SP, PO, CPC	
s 93(2)	Duty to give notice of VCAT order to stop development	DCP, MPA, PC, SP, PO, CPC	
s 95(3)	Function of referring certain applications to the Minister	DCP, MPA, PC, SP, PO, CPC	
s 95(4)	Duty to comply with an order or direction	DCP, MPA, PC, SP, PO, CPC	
s 96(1)	Duty to obtain a permit from the Minister to use and develop its land	DCP, MPA, PC, SP, PO, CPC	
s 96(2)	Function of giving consent to other persons to apply to the Minister for a permit to use and develop Council land	CEO, DCP, MPA	
s 96A(2)	Power to agree to consider an application for permit concurrently with preparation of proposed amendment	DCP, MPA, PC, SP, PO, CPC	

**PLANNING AND ENVIRONMENT ACT 1987**

Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 96C	Power to give notice, to decide not to give notice, to publish notice and to exercise any other power under s 96C	DCP, MPA, PC, SP, PO, CPC	
s 96F	Duty to consider the panel's report under s 96E	DCP, MPA, PC, SP, PO, CPC	
s 96G(1)	Power to determine to recommend that a permit be granted or to refuse to recommend that a permit be granted and power to notify applicant of the determination (including power to give notice under s 23 of the <i>Planning and Environment (Planning Schemes) Act 1996</i> )	DCP, MPA, PC, SP, PO, CPC	
s 96H(3)	Power to give notice in compliance with Minister's direction	DCP, MPA, PC, SP, PO, CPC	
s 96J	Power to issue permit as directed by the Minister	DCP, MPA, PC, SP, PO, CPC	
s 96K	Duty to comply with direction of the Minister to give notice of refusal	DCP, MPA, PC, SP, PO, CPC	
s 96Z	Duty to keep levy certificates given to it under ss 47 or 96A for no less than 5 years from receipt of the certificate	DCP, MPA, PC, SP, PO, CPC	
s 97C	Power to request Minister to decide the application	DCP, MPA, PC, SP, PO, CPC	
s 97D(1)	Duty to comply with directions of Minister to supply any document or assistance relating to application	DCP, MPA, PC, SP, PO, CPC	
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	DCP, MPA, PC, SP, PO, CPC	
s 97G(6)	Duty to make a copy of permits issued under s 97F available in accordance with public availability requirements	DCP, MPA, PC, SP, PO, CPC	
s 97L	Duty to include Ministerial decisions in a register kept under s 49	DCP, MPA, PC, SP, PO, CPC	
s 97MH	Duty to provide information or assistance to the Planning Application Committee	DCP, MPA, PC, SP, PO, CPC	

**PLANNING AND ENVIRONMENT ACT 1987**

Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 97MI	Duty to contribute to the costs of the Planning Application Committee or subcommittee	DCP, MPA, PC, SP, PO, CPC	
s 97O	Duty to consider application and issue or refuse to issue certificate of compliance	DCP, MPA, PC, SP, PO, CPC	
s 97P(3)	Duty to comply with directions of VCAT following an application for review of a failure or refusal to issue a certificate	DCP, MPA, PC, SP, PO, CPC	
s 97Q(2)	Function of being heard by VCAT at hearing of request for amendment or cancellation of certificate	DCP, MPA, PC, SP, PO, CPC	
s 97Q(4)	Duty to comply with directions of VCAT	DCP, MPA, PC, SP, PO, CPC	
s 97R	Duty to keep register of all applications for certificate of compliance and related decisions	DCP, MPA, PC, SP, PO, CPC	
s 98(1)&(2)	Function of receiving claim for compensation in certain circumstances	DCP, MPA, PC, SP, PO, CPC	
s 98(4)	Duty to inform any person of the name of the person from whom compensation can be claimed	DCP, MPA, PC, SP, PO, CPC	
s 101	Function of receiving claim for expenses in conjunction with claim	DCP, MPA, PC, SP, PO, CPC	
s 103	Power to reject a claim for compensation in certain circumstances	DCP, MPA, PC, SP, PO, CPC	
s 107(1)	Function of receiving claim for compensation	DCP, MPA, PC, SP, PO, CPC	
s 107(3)	Power to agree to extend time for making claim	DCP, MPA, PC, SP, PO, CPC	
s 114(1)	Power to apply to the VCAT for an enforcement order	DCP, MPA, PC, SP, PO, CPC	
s 117(1)(a)	Function of making a submission to the VCAT where objections are received	DCP, MPA, PC, SP, PO, CPC	

**PLANNING AND ENVIRONMENT ACT 1987**

Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 120(1)	Power to apply for an interim enforcement order where s 114 application has been made	DCP, MPA, PC, SP, PO, CPC	
s 123(1)	Power to carry out work required by enforcement order and recover costs	DCP, MPA, PC, SP, PO, CPC	
s 123(2)	Power to sell buildings, materials, etc salvaged in carrying out work under s 123(1)	DCP, MPA, PC, SP, PO, CPC	Except Crown Land
s 129	Function of recovering penalties	DCP, MPA, PC, SP, PO, CPC	
s 130(5)	Power to allow person served with an infringement notice further time	DCP, MPA, PC, SP, PO, CPC	
s 149A(1)	Power to refer a matter to the VCAT for determination	DCP, MPA, PC, SP, PO, CPC	
s 149A(1A)	Power to apply to VCAT for the determination of a matter relating to the interpretation of a s 173 agreement	DCP, MPA, PC, SP, PO, CPC	
s 156	Duty to pay fees and allowances (including a payment to the Crown under s 156(2A)), and payment or reimbursement for reasonable costs and expenses incurred by the panel in carrying out its functions unless the Minister directs otherwise under s 156(2B) power to ask for contribution under s 156(3) and power to abandon amendment or part of it under s 156(4)	DCP, MPA, PC, SP, PO, CPC	Where Council is the relevant planning authority
s 171(2)(f)	Power to carry out studies and commission reports	DCP, MPA, PC, SP, PO, CPC	
s 171(2)(g)	Power to grant and reserve easements	CEO, DCP, MPA	
s 172C	Power to compulsorily acquire any outer public purpose land that is specified in the approved infrastructure contributions plan	not delegated	Where Council is a development agency specified in an approved infrastructure contributions plan <i>As previously stated, ICPs do not apply to Alpine Shire Council.</i>

**PLANNING AND ENVIRONMENT ACT 1987**

Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 172D(1)	Power to compulsorily acquire any inner public purpose land that is specified in the plan before the time that the land is required to be provided to Council under s 46GV(4)	not delegated	Where Council is a collecting agency specified in an approved infrastructure contributions plan
s 172D(2)	Power to compulsorily acquire any inner public purpose land, the use and development of which is to be the responsibility of Council under the plan, before the time that the land is required to be provided under s 46GV(4)	not delegated	Where Council is the development agency specified in an approved infrastructure contributions plan
s 173(1)	Power to enter into agreement covering matters set out in s 174	CEO	
s 173(1A)	Power to enter into an agreement with an owner of land for the development or provision of land in relation to affordable housing	not delegated	Where Council is the relevant responsible authority
---	Power to decide whether something is to the satisfaction of Council, where an agreement made under s 173 of the <i>Planning and Environment Act 1987</i> requires something to be to the satisfaction of Council or Responsible Authority	DCP, MPA, PC, SP, PO, CPC	
---	Power to give consent on behalf of Council, where an agreement made under s 173 of the <i>Planning and Environment Act 1987</i> requires that something may not be done without the consent of Council or Responsible Authority	DCP, MPA, PC, SP, PO, CPC	
s 177(2)	Power to end a s 173 agreement with the agreement of all those bound by any covenant in the agreement or otherwise in accordance with Division 2 of Part 9	DCP, MPA	
s 178	Power to amend a s 173 agreement with the agreement of all those bound by any covenant in the agreement or otherwise in accordance with Division 2 of Part 9	DCP, MPA, PC, SP, PO, CPC	
s 178A(1)	Function of receiving application to amend or end an agreement	DCP, MPA, PC, SP, PO, CPC, AOSLL, AOP	
s 178A(3)	Function of notifying the owner as to whether it agrees in principle to the proposal under s 178A(1)	DCP, MPA, PC, SP, PO, CPC	
s 178A(4)	Function of notifying the applicant and the owner as to whether it agrees in principle to the proposal	DCP, MPA, PC, SP, PO, CPC	

**PLANNING AND ENVIRONMENT ACT 1987**

Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 178A(5)	Power to propose to amend or end an agreement	DCP, MPA, PC, SP, PO, CPC	
s 178B(1)	Duty to consider certain matters when considering proposal to amend an agreement	DCP, MPA, PC, SP, PO, CPC	
s 178B(2)	Duty to consider certain matters when considering proposal to end an agreement	DCP, MPA, PC, SP, PO, CPC	
s 178C(2)	Duty to give notice of the proposal to all parties to the agreement and other persons who may be detrimentally affected by decision to amend or end	DCP, MPA, PC, SP, PO, CPC, AOSLL, AOP	
s 178C(4)	Function of determining how to give notice under s 178C(2)	DCP, MPA, PC, SP, PO, CPC	
s 178E(1)	Duty not to make decision until after 14 days after notice has been given	DCP, MPA, PC, SP, PO, CPC	
s 178E(2)(a)	Power to amend or end the agreement in accordance with the proposal	DCP, MPA, PC, SP, PO, CPC	If no objections are made under s 178D. Must consider matters in s 178B
s 178E(2)(b)	Power to amend or end the agreement in a manner that is not substantively different from the proposal	DCP, MPA, PC, SP, PO, CPC	If no objections are made under s 178D. Must consider matters in s 178B
s 178E(2)(c)	Power to refuse to amend or end the agreement	DCP, MPA, PC, SP, PO, CPC	If no objections are made under s 178D. Must consider matters in s 178B
s 178E(3)(a)	Power to amend or end the agreement in accordance with the proposal	DCP, MPA, PC, SP, PO, CPC	After considering objections, submissions and matters in s 178B.
s 178E(3)(b)	Power to amend or end the agreement in a manner that is not substantively different from the proposal	DCP, MPA, PC, SP, PO, CPC	After considering objections, submissions and matters in s 178B
s 178E(3)(c)	Power to amend or end the agreement in a manner that is substantively different from the proposal	DCP, MPA, PC, SP, PO, CPC	After considering objections, submissions and matters in s 178B
s 178E(3)(d)	Power to refuse to amend or end the agreement	DCP, MPA, PC, SP, PO, CPC	After considering objections, submissions and matters in s 178B

**PLANNING AND ENVIRONMENT ACT 1987**

Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 178F(1)	Duty to give notice of its decision under s 178E(3)(a) or (b)	DCP, MPA, PC, SP, PO, CPC, AOSLL, AOP	
s 178F(2)	Duty to give notice of its decision under s 178E(2)(c) or (3)(d)	DCP, MPA, PC, SP, PO, CPC, AOSLL, AOP	
s 178F(4)	Duty not to proceed to amend or end an agreement under s 178E until at least 21 days after notice has been given or until an application for review to the Tribunal has been determined or withdrawn	DCP, MPA, PC, SP, PO, CPC	
s 178G	Duty to sign amended agreement and give copy to each other party to the agreement	DCP, MPA, PC, SP, PO, CPC	
s 178H	Power to require a person who applies to amend or end an agreement to pay the costs of giving notices and preparing the amended agreement	DCP, MPA, PC, SP, PO, CPC	
s 178I(3)	Duty to notify, in writing, each party to the agreement of the ending of the agreement relating to Crown land	DCP, MPA, PC, SP, PO, CPC, AOSLL, AOP	
s 179(2)	Duty to make a copy of each agreement available in accordance with the public availability requirements	DCP, MPA, PC, SP, PO, CPC, AOSLL, AOP	
s 181	Duty to apply to the Registrar of Titles to record the agreement and to deliver a memorial to Registrar-General	DCP, MPA, PC, SP, PO, CPC	
s 181(1A)(a)	Power to apply to the Registrar of Titles to record the agreement	DCP, MPA, PC, SP, PO, CPC	
s 181(1A)(b)	Duty to apply to the Registrar of Titles, without delay, to record the agreement	DCP, MPA, PC, SP, PO, CPC	
s 182	Power to enforce an agreement	DCP, MPA, PC, SP, PO, CPC	

**PLANNING AND ENVIRONMENT ACT 1987**

Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s 183	Duty to tell Registrar of Titles of ending/amendment of agreement	DCP, MPA, PC, SP, PO, CPC	
s 184F(1)	Power to decide to amend or end an agreement at any time after an application for review of the failure of Council to make a decision	DCP, MPA, PC, SP, PO, CPC	
s 184F(2)	Duty not to amend or end the agreement or give notice of the decision after an application is made to VCAT for review of a failure to amend or end an agreement	DCP, MPA, PC, SP, PO, CPC	
s 184F(3)	Duty to inform the principal registrar if the responsible authority decides to amend or end an agreement after an application is made for the review of its failure to end or amend the agreement	DCP, MPA, PC, SP, PO, CPC	
s 184F(5)	Function of receiving advice from the principal registrar that the agreement may be amended or ended in accordance with Council's decision	DCP, MPA, PC, SP, PO, CPC, AOSLL, AOP	
s 184G(2)	Duty to comply with a direction of the Tribunal	DCP, MPA, PC, SP, PO, CPC	
s 184G(3)	Duty to give notice as directed by the Tribunal	DCP, MPA, PC, SP, PO, CPC	
s 198(1)	Function to receive application for planning certificate	DCP, MPA, PC, SP, PO, CPC	
s 199(1)	Duty to give planning certificate to applicant	DCP, MPA, PC, SP, PO, CPC	
s 201(1)	Function of receiving application for declaration of underlying zoning	DCP, MPA, PC, SP, PO, CPC	
s 201(3)	Duty to make declaration	DCP, MPA, PC, SP, PO, CPC	
-	Power to decide, in relation to any planning scheme or permit, that a specified thing has or has not been done to the satisfaction of Council	DCP, MPA, PC, SP, PO, CPC	

**PLANNING AND ENVIRONMENT ACT 1987**

Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
	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	DCP, MPA, PC, SP, PO, CPC	
	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	DCP, MPA, PC, SP, PO, CPC	
-	Power to give written authorisation in accordance with a provision of a planning scheme	DCP, MPA, PC, SP, PO, CPC	
s 201UAB(1)	Function of providing the Victoria Planning Authority with information relating to any land within municipal district	DCP, MPA, PC, SP, PO, CPC, AOSLL, AOP	
s 201UAB(2)	Duty to provide the Victoria Planning Authority with information requested under s 201UAB(1) as soon as possible	DCP, MPA, PC, SP, PO, CPC, AOSLL, AOP	

<b><u>PLANNING AND ENVIRONMENT REGULATIONS 2015</u></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	Function of receiving notice, under s 19(1)(c) of the Act, from a planning authority of its preparation of an amendment to a planning scheme	DCP, MPA, PC, SP, PO, AOSLL, AOP	Where Council is not the planning authority and the amendment affects land within its municipal district; or Where the amendment will amend the planning scheme to designate Council as an acquiring authority.
r 21	Power of responsible authority to require a permit applicant to verify information (by statutory declaration or other written confirmation satisfactory to the responsible authority) in an application for a permit or to amend a permit or any information provided under s 54 of the Act	DCP, MPA, PC, SP, PO, CPC, AOSLL, AOP	
r 25(a)	Duty to make copy of matter considered under s 60(1A)(g) available for inspection free of charge	DCP, MPA, PC, SP, PO, AOSLL, AOP	Where Council is the responsible authority
r 25(b))	Function of receiving a copy of any document considered under s 60(1A)(g) by the responsible authority and duty to make the document available for inspection free of charge	DCP, MPA, PC, SP, PO, AOSLL, AOP	Where Council is not the responsible authority but the relevant land is within Council's municipal district
r 42	Function of receiving notice under s 96C(1)(c) of the Act from a planning authority of its preparation of a combined application for an amendment to a planning scheme and notice of a permit application	DCP, MPA, PC, SP, PO, AOSLL, AOP	Where Council is not the planning authority and the amendment affects land within Council's municipal district; or Where the amendment will amend the planning scheme to designate Council as an acquiring authority.

<b><u>PLANNING AND ENVIRONMENT (FEES) REGULATIONS 2016</u></b>			
		<b>Column 3</b>	
<b>Column 1</b>	<b>Column 2</b>	<b>DELEGATE</b>	<b>Column 4</b>
<b>PROVISION</b>	<b>THING DELEGATED</b>		<b>CONDITIONS AND LIMITATIONS</b>
r 19	Power to waive or rebate a fee relating to an amendment of a planning scheme	DCP, MPA	
r20	Power to waive or rebate a fee other than a fee relating to an amendment to a planning scheme	DCP, MPA	
r 21	Duty to record matters taken into account and which formed the basis of a decision to waive or rebate a fee under r19 or 20	DCP, MPA	

<b><u>RESIDENTIAL TENANCIES ACT 1997</u></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 91ZU(1)	Power to give a renter a notice to vacate rented premises	not delegated	Where Council is a public statutory authority engaged in the provision of housing.
s 91ZZC(1)	Power to give a renter a notice to vacate rented premises	not delegated	Where Council is a public statutory authority authorised to acquire land compulsorily for its purposes.
s 91ZZE(1)	Power to give a renter a notice to vacate rented premises	not delegated	Where Council is a public statutory authority engaged in the provision of housing.
s 91ZZE(3)	Power to publish Council's criteria for eligibility for the provision of housing	not delegated	Where Council is a public statutory authority engaged in the provision of housing.
s 142D	Function of receiving notice regarding an unregistered rooming house	MPA, EHC, EHO	
s 142G(1)	Duty to enter required information in Rooming House Register for each rooming house in municipal district	MPA, EHC, EHO, AOBEL	
s 142G(2)	Power to enter certain information in the Rooming House Register	MPA, EHC, EHO, AOBEL	
s 142I(2)	Power to amend or revoke an entry in the Rooming House Register if necessary to maintain the accuracy of the entry	MPA, EHC, EHO, AOBEL	
s 206AZA(2)	Function of receiving written notification	DCP, MPA, MF	
s 207ZE(2)	Function of receiving written notification	DCP, MPA, MF	
s 311A(2)	Function of receiving written notification	DCP, MPA, MF	
s 317ZDA(2)	Function of receiving written notification	DCP, MPA, MF	
s 518F	Power to issue notice to caravan park regarding emergency management plan if determined that the plan does not comply with the requirements	CEO, DCP, MPA, MF, LLO, LLO2, CPC, EHC, EHO, EMC, FOVICH, EC	

<b><u>RESIDENTIAL TENANCIES ACT 1997</u></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 522(1)	Power to give a compliance notice to a person	CEO, DCP, MPA, MF, EHC, EHO, FOVICH, EC	
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	GO	
s 526(5)	Duty to keep record of entry by authorised officer under s 526	MPA, MF, EHC, EHO, AOBH, FOVICH	
s 526A(3)	Function of receiving report of inspection	CEO	
s 527	Power to authorise a person to institute proceedings (either generally or in a particular case)	CEO	

## **RESIDENTIAL TENANCIES (CARAVAN PARKS AND MOVABLE DWELLINGS REGISTRATION AND STANDARDS) REGULATIONS 2020**

Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
r 7	Power to enter into a written agreement with a caravan park owner	DCP, MPA, CPC, EHC, EHO	
r 10	Function of receiving application for registration	MPA, EHC, EHO, AOBEL	
r 11	Function of receiving application for renewal of registration	MPA, EHC, EHO, AOBEL	
r 12(1)	Duty to grant the registration if satisfied that the caravan park complies with these regulations	MPA, EHC, EHO	
r 12(1)	Power to refuse to renew the registration if not satisfied that the caravan park complies with these regulations	MPA, EHC, EHO	
r 12(2)	Duty to renew the registration if satisfied that the caravan park complies with these regulations	MPA, EHC, EHO	
r 12(2)	Power to refuse to renew the registration if not satisfied that the caravan park complies with these regulations	MPA, EHC, EHO	
r 12(3)	Duty to have regard to matters in determining an application for registration or an application for renewal of registration	MPA, EHC, EHO	
r 12(4) & (5)	Duty to issue certificate of registration	MPA, EHC, EHO	
r 14(1)	Function of receiving notice of transfer of ownership	MPA, BSM, BSL, EHC, EHO, AOBEL	
r 14(3)	Power to determine where notice of transfer is displayed	MPA, EHC, EHO	
r 15(1)	Duty to transfer registration to new caravan park owner	MPA, EHC, EHO	
r 15(2)	Duty to issue a certificate of transfer of registration	MPA, EHC, EHO	
r 15(3)	Power to determine where certificate of transfer of registration is displayed	MPA, EHC, EHO	
r 16(1)	Power to determine the fee to accompany applications for registration or applications for renewal of registration	MPA, EHC, EHO	

## **RESIDENTIAL TENANCIES (CARAVAN PARKS AND MOVABLE DWELLINGS REGISTRATION AND STANDARDS) REGULATIONS 2020**

Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
r 17	Duty to keep register of caravan parks	MPA, BSM, BSL, EHC, EHO, AOBEL	
r 18(4)	Power to determine where the emergency contact person's details are displayed	MPA, EHC, EHO, AOBEL	
r 18(6)	Power to determine where certain information is displayed	DCP, MPA, CPC, EHC, EHO	
r 22(1)	Duty to notify a caravan park owner of the relevant emergency services agencies for the caravan park, on the request of the caravan park owner	MPA, EHC, EHO	
r 22(2)	Duty to consult with relevant emergency services agencies	MPA, EHC, EHO	
r 23	Power to determine places in which caravan park owner must display a copy of emergency procedures	MPA, EHC, EHO, BSM, BSL	
r 24	Power to determine places in which caravan park owner must display copy of public emergency warnings	MPA, EHC, EHO, BSM, BSL	
r 25(3)	Duty to consult with relevant floodplain management authority	MPA, EHC, EHO, BSM, BSL	
r 26	Duty to have regard to any report of the relevant fire authority	MPA, EHC, EHO	
r 28(c)	Power to approve system for the collection, removal and disposal of sewage and waste water from a movable dwelling	DCP, MPA, EHC, EHO	
r 40	Function of receiving notice of proposed installation of unregistrable movable dwelling or rigid annexe	MPA, BSM, BSL, EHC, EHO, AOBEL	
r 40(b)	Power to require notice of proposal to install unregistrable movable dwelling or rigid annexe	DCP, MPA, CPC, EHC, EHO	
r 41(4)	Function of receiving installation certificate	MPA, BSM, BSL, EHC, EHO, AOBEL	

## **RESIDENTIAL TENANCIES (CARAVAN PARKS AND MOVABLE DWELLINGS REGISTRATION AND STANDARDS) REGULATIONS 2020**

Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
r 43	Power to approve use of a non-habitable structure as a dwelling or part of a dwelling	MPA, BSM, BSL, EHC, EHO	
Sch 3 cl 4(3)	Power to approve the removal of wheels and axles from unregistrable movable dwelling	MPA, EHC, EHO	

<b><u>RESIDENTIAL TENANCIES REGULATIONS 2021</u></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>
sch 4 cl 3(a)(iii)	Power to approve any other toilet system	DCP, MPA, BSM, BSL, BI	

<b><u>ROAD MANAGEMENT ACT 2004</u></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 11(1)	Power to declare a road by publishing a notice in the Government Gazette	CEO	Obtain consent in circumstances specified in s 11(2)
s 11(8)	Power to name a road or change the name of a road by publishing notice in Government Gazette	CEO	
s 11(9)(b)	Duty to advise Registrar	DA, DCP, MAD, MAM, MPA	
s 11(10)	Duty to inform Secretary to Department of Environment, Land, Water and Planning of declaration etc.	DA, DCP, MAD, MAM, MPA	Subject to s 11(10A)
s 11(10A)	Duty to inform Secretary to Department of Environment, Land, Water and Planning or nominated person	DA, DCP, MAD, MAM, MPA	Where Council is the coordinating road authority
s 12(2)	Power to discontinue road or part of a road	CEO, DA	Where Council is the coordinating road authority
s 12(4)	Duty to publish, and provide copy, notice of proposed discontinuance	CEO, DA, MAD, MAM	Power of coordinating road authority where it is the discontinuing body. Unless s 12(11) applies
s 12(5)	Duty to consider written submissions received within 28 days of notice	CEO, DA, MAD, MAM	Duty of coordinating road authority where it is the discontinuing body. Unless s 12(11) applies
s 12(6)	Function of hearing a person in support of their written submission	CEO, DA, MAD, MAM	Function of coordinating road authority where it is the discontinuing body. Unless s 12(11) applies
s 12(7)	Duty to fix day, time and place of meeting under s 12(6) and to give notice	DA, MAD, MAM	Duty of coordinating road authority where it is the discontinuing body. Unless s 12(11) applies

<b><u>ROAD MANAGEMENT ACT 2004</u></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 12(10)	Duty to notify of decision made	DA, MAD, MAM	Duty of coordinating road authority where it is the discontinuing body. Does not apply where an exemption is specified by the regulations or given by the Minister
s 13(1)	Power to fix a boundary of a road by publishing notice in Government Gazette	CEO, DA, MAD, MAM	Power of coordinating road authority and obtain consent under s 13(3) and s 13(4) as appropriate
s 14(4)	Function of receiving notice from the Head, Transport for Victoria	CEO, DA	
s 14(7)	Power to appeal against decision of the Head, Transport for Victoria	CEO, DA	
s 15(1)	Power to enter into arrangement with another road authority, utility or a provider of public transport to transfer a road management function of the road authority to the other road authority, utility or provider of public transport	CEO, DA	
s 15(1A)	Power to enter into arrangement with a utility to transfer a road management function of the utility to the road authority	CEO, DA	
s 15(2)	Duty to include details of arrangement in public roads register	DA, MAM, GISAO, EC, ED	
s 16(7)	Power to enter into an arrangement under s 15	CEO, DA, DCP	
s 16(8)	Duty to enter details of determination in public roads register	DA, MAM, GISAO, EC, ED	
s 17(2)	Duty to register public road in public roads register	DA, MAM, GISAO, EC, ED	Where Council is the coordinating road authority
s 17(3)	Power to decide that a road is reasonably required for general public use	CEO, DA	Where Council is the coordinating road authority
s 17(3)	Duty to register a road reasonably required for general public use in public roads register	DA, MAM, GISAO, EC, ED	Where Council is the coordinating road authority
s 17(4)	Power to decide that a road is no longer reasonably required for general public use	CEO, DA, DCP	Where Council is the coordinating road authority

<b><u>ROAD MANAGEMENT ACT 2004</u></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 17(4)	Duty to remove road no longer reasonably required for general public use from public roads register	DA, MAM, GISAO, EC, ED	Where Council is the coordinating road authority
s 18(1)	Power to designate ancillary area	CEO, DA	Where Council is the coordinating road authority, and obtain consent in circumstances specified in s 18(2)
s 18(3)	Duty to record designation in public roads register	DA, MAM, GISAO, EC	Where Council is the coordinating road authority
s 19(1)	Duty to keep register of public roads in respect of which it is the coordinating road authority	DA, MAM, GISAO, EC	
s 19(4)	Duty to specify details of discontinuance in public roads register	DA, MAM, GISAO, EC, ED	
s 19(5)	Duty to ensure public roads register is available for public inspection	DA, MAM, GISAO, EC	
s 21	Function of replying to request for information or advice	CEO, DA, MAD, MAM	Obtain consent in circumstances specified in s 11(2)
s 22(2)	Function of commenting on proposed direction	CEO, DA, MAD, MAM	
s 22(4)	Duty to publish a copy or summary of any direction made under s 22 by the Minister in its annual report	CEO, DA, MAD, MAM, GO	
s 22(5)	Duty to give effect to a direction under s 22	CEO, DA, MAD, MAM	
s 40(1)	Duty to inspect, maintain and repair a public road	DA, MAM, CWC, EC	
s 40(5)	Power to inspect, maintain and repair a road which is not a public road	DA, MAM, CWC, EC	
s 41(1)	Power to determine the standard of construction, inspection, maintenance and repair	DA, MAM, MAD, EC, ED, POD	

<b><u>ROAD MANAGEMENT ACT 2004</u></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 42(1)	Power to declare a public road as a controlled access road	CEO, DA	Power of coordinating road authority and sch 2 also applies
s 42(2)	Power to amend or revoke declaration by notice published in Government Gazette	CEO, DA	Power of coordinating road authority and sch 2 also applies
s 42A(3)	Duty to consult with Head, Transport for Victoria and Minister for Local Government before road is specified	DA, MAM	Where Council is the coordinating road authority. If road is a municipal road or part thereof
s 42A(4)	Power to approve Minister's decision to specify a road as a specified freight road	CEO, DA	Where Council is the coordinating road authority. If road is a municipal road or part thereof and where road is to be specified a freight road
s 48EA	Duty to notify the owner or occupier of land and provider of public transport on which rail infrastructure or rolling stock is located (and any relevant provider of public transport)	DA, MAD, MAM	Where Council is the responsible road authority, infrastructure manager or works manager
s 48M(3)	Function of consulting with the relevant authority for purposes of developing guidelines under s 48M	DA, DCP, MAD, MAM, MP	
s 49	Power to develop and publish a road management plan	CEO, DA, MAM	
s 51	Power to determine standards by incorporating the standards in a road management plan	CEO, DA, MAM	
s 53(2)	Power to cause notice to be published in Government Gazette of amendment etc of document in road management plan	CEO, DA	
s 54(2)	Duty to give notice of proposal to make a road management plan	CEO, DA, MAM	
s 54(5)	Duty to conduct a review of road management plan at prescribed intervals	CEO, DA, MAM	
s 54(6)	Power to amend road management plan	CEO, DA, MAM	
s 54(7)	Duty to incorporate the amendments into the road management plan	DA, MAM	
s 55(1)	Duty to cause notice of road management plan to be published in Government Gazette and newspaper	DA, MAM	
s 63(1)	Power to consent to conduct of works on road	DA, MAM, EC, MAD	Where Council is the coordinating road authority

<b><u>ROAD MANAGEMENT ACT 2004</u></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 63(2)(e)	Power to conduct or to authorise the conduct of works in, on, under or over a road in an emergency	CEO, DA, MAM, CWC, EC, ED, TOA	Where Council is the infrastructure manager
s 64(1)	Duty to comply with cl 13 of sch 7	DA, MAD, MAM	Where Council is the infrastructure manager or works manager
s 66(1)	Power to consent to structure etc	DA, DCP, MAD, MAM, MPA, LLO, CPC	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	DA, DCP, MAD, MAM, MPA, LLO, CPC	Where Council is the coordinating road authority
s 67(3)	Power to request information	DA, DCP, MAD, MAM, MPA, LLO, CPC	Where Council is the coordinating road authority
s 68(2)	Power to request information	DA, DCP, MAD, MAM, MPA, LLO, CPC	Where Council is the coordinating road authority
s 71(3)	Power to appoint an authorised officer	CEO	
s 72	Duty to issue an identity card to each authorised officer	MC, GO	
s 85	Function of receiving report from authorised officer	DA, DCP, MAD, MAM, MPA, GO	
s 86	Duty to keep register re s 85 matters	MAD, MAM, MC, GO	
s 87(1)	Function of receiving complaints	CEO, DA	
s 87(2)	Duty to investigate complaint and provide report	CEO, DA, DCP, MAM, MAD	
s 112(2)	Power to recover damages in court	CEO, DA	
s 116	Power to cause or carry out inspection	DA, MAD, MAM	

<b><u>ROAD MANAGEMENT ACT 2004</u></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 119(2)	Function of consulting with the Head, Transport for Victoria	DA, MAD, MAM	
s 120(1)	Power to exercise road management functions on an arterial road (with the consent of the Head, Transport for Victoria)	DA, MAD, MAM	
s 120(2)	Duty to seek consent of the Head, Transport for Victoria to exercise road management functions before exercising power in s 120(1)	DA, MAD, MAM	
s 121(1)	Power to enter into an agreement in respect of works	DA, MAD, MAM	
s 122(1)	Power to charge and recover fees	DA, DCP, MAM, MPA, MC	
s 123(1)	Power to charge for any service	DA, DCP, MAM, MPA, MC	
SCHEDULE 2 cl 2(1)	Power to make a decision in respect of controlled access roads	CEO, DA	
sch 2 cl 3(1)	Duty to make policy about controlled access roads	CEO, DA	
sch 2 cl 3(2)	Power to amend, revoke or substitute policy about controlled access roads	CEO, DA	
sch 2 cl 4	Function of receiving details of proposal from the Head, Transport for Victoria	CEO, DA	
sch 2 cl 5	Duty to publish notice of declaration	CEO, DA	
sch 7 cl 7(1)	Duty to give notice to relevant coordinating road authority of proposed installation of non-road infrastructure or related works on a road reserve	DA, MAD, MAM	Where Council is the infrastructure manager or works manager
sch 7 cl 8(1)	Duty to give notice to any other infrastructure manager or works manager responsible for any non-road infrastructure in the area, that could be affected by any proposed installation of infrastructure or related works on a road or road reserve of any road	DA, MAD, MAM	Where Council is the infrastructure manager or works manager
SCHEDULE 7 cl 9(1)	Duty to comply with request for information from a coordinating road authority, an infrastructure manager or a works manager responsible for existing or proposed infrastructure in relation to the location of any non-road infrastructure and technical advice or assistance in conduct of works	DA, MAD, MAM, EC, ED	Where Council is the infrastructure manager or works manager responsible for non-road infrastructure

<b><u>ROAD MANAGEMENT ACT 2004</u></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>
sch 7 cl 9(2)	Duty to give information to another infrastructure manager or works manager where becomes aware any infrastructure or works are not in the location shown on records, appear to be in an unsafe condition or appear to need maintenance	DA, MAD, MAM, POD, EC, ED, GISAO	Where Council is the infrastructure manager or works manager
sch 7 cl 10(2)	Where Sch 7 cl 10(1) applies, duty to, where possible, conduct appropriate consultation with persons likely to be significantly affected	DA, MAD, MAM, POD, EC, ED, GISAO	Where Council is the infrastructure manager or works manager
sch 7 cl 12(2)	Power to direct infrastructure manager or works manager to conduct reinstatement works	DA, MAD, MAM, POD, EC, ED	Where Council is the coordinating road authority
sch 7 cl 12(3)	Power to take measures to ensure reinstatement works are completed	DA, MAD, MAM, POD, EC, ED	Where Council is the coordinating road authority
sch 7 cl 12(4)	Duty to ensure that works are conducted by an appropriately qualified person	DA, MAD, MAM, POD, EC, ED	Where Council is the coordinating road authority
sch 7 cl 12(5)	Power to recover costs	DA, DCP, MAD, MAM, MC, ACC	Where Council is the coordinating road authority
sch 7 cl 13(1)	Duty to notify relevant coordinating road authority within 7 days that works have been completed, subject to sch 7 cl 13(2)	DA, MAD, MAM, POD, EC, ED	Where Council is the works manager
sch 7 cl 13(2)	Power to vary notice period	CEO, DA	Where Council is the coordinating road authority
sch 7 cl 13(3)	Duty to ensure works manager has complied with obligation to give notice under sch 7 cl 13(1)	DA, MAD, POD, MAM, POD, EC, ED	Where Council is the infrastructure manager
sch 7 cl 16(1)	Power to consent to proposed works	DA, MAD, MAM, POD, EC, ED	Where Council is the coordinating road authority
sch 7 cl 16(4)	Duty to consult	DA, MAD, MAM, POD, EC, ED	Where Council is the coordinating road authority, responsible authority or infrastructure manager
sch 7 cl 16(5)	Power to consent to proposed works	DA, MAD, MAM, POD, EC, ED	Where Council is the coordinating road authority

<b><u>ROAD MANAGEMENT ACT 2004</u></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>
sch 7 cl 16(6)	Power to set reasonable conditions on consent	DA, MAD, MAM, POD, EC, ED	Where Council is the coordinating road authority
sch 7 cl 16(8)	Power to include consents and conditions	DA, MAD, MAM, POD, EC, ED	Where Council is the coordinating road authority
sch 7 cl 17(2)	Power to refuse to give consent and duty to give reasons for refusal	DA, MAD, MAM, POD, EC, ED	Where Council is the coordinating road authority
sch 7 cl 18(1)	Power to enter into an agreement	DA, MAD, MAM, POD, EC, ED	Where Council is the coordinating road authority
sch 7 cl 19(1)	Power to give notice requiring rectification of works	DA, MAD, MAM, POD, EC, ED	Where Council is the coordinating road authority
sch 7 cl 19(2) & (3)	Power to conduct the rectification works or engage a person to conduct the rectification works and power to recover costs incurred	DA, MAD, MAM, POD, EC, ED	Where Council is the coordinating road authority
sch 7 cl 20(1)	Power to require removal, relocation, replacement or upgrade of existing non-road infrastructure	DA, MAD, MAM, POD, EC, ED	Where Council is the coordinating road authority
SCHEDULE 7A cl 2	Power to cause street lights to be installed on roads	DA, MAD, MAM, POD, EC, ED	Power of responsible road authority where it is the coordinating road authority or responsible road authority in respect of the road
sch 7A cl 3(1)(d)	Duty to pay installation and operation costs of street lighting - where road is not an arterial road	DA, MAD, MAM, MC, ACC	Where Council is the responsible road authority
sch 7A cl 3(1)(e)	Duty to pay installation and operation costs of street lighting – where road is a service road on an arterial road and adjacent areas	DA, MAD, MAM, MC, ACC	Where Council is the responsible road authority
sch 7A cl (3)(1)(f)	Duty to pay installation and percentage of operation costs of street lighting – for arterial roads in accordance with cls 3(2) and 4	DA, MAD, MAM, MC, ACC	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><u>ROAD MANAGEMENT (GENERAL) REGULATIONS 2016</u></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 8(1)	Duty to conduct reviews of road management plan	DA, MAM	
r 9(2)	Duty to produce written report of review of road management plan and make report available	DA, MAM	
r 9(3)	Duty to give notice where road management review is completed and no amendments will be made (or no amendments for which notice is required)	DA, MAM	Where Council is the coordinating road authority
r 10	Duty to give notice of amendment which relates to standard of construction, inspection, maintenance or repair under s 41 of the Act	DA, MAM	
r 13(1)	Duty to publish notice of amendments to road management plan	DA, MAM	Where Council is the coordinating road authority
r 13(3)	Duty to record on road management plan the substance and date of effect of amendment	DA, MAM	
r 16(3)	Power to issue permit	DA, MAD, MAM, POD, EC, ED	Where Council is the coordinating road authority
r 18(1)	Power to give written consent re damage to road	DA, MAD, MAM, POD, EC, ED	Where Council is the coordinating road authority
r 23(2)	Power to make submission to Tribunal	CEO, DA, DCP, MAD, MAM, MPA	Where Council is the coordinating road authority
r 23(4)	Power to charge a fee for application under s 66(1) <i>Road Management Act</i>	DA, DCP, MC	Where Council is the coordinating road authority
r 25(1)	Power to remove objects, refuse, rubbish or other material deposited or left on road	DA, MAD, MAM, TOA, CWC, TOAM, LLO, LLO2, CPC, EC, ED, POD	Where Council is the responsible road authority
r 25(2)	Power to sell or dispose of things removed from road or part of road (after first complying with regulation 25(3))	DA, DCP, MAM, MC, MAD	Where Council is the responsible road authority
r 25(5)	Power to recover in the Magistrates' Court, expenses from person responsible	DA, DCP, MAM, MC, MAD	

<b><u>ROAD MANAGEMENT (WORKS AND INFRASTRUCTURE) REGULATIONS 2015</u></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 15	Power to exempt a person from requirement under cl 13(1) of sch 7 of the Act to give notice as to the completion of those works	DA, MAD, MAM, POD, EC, ED	Where Council is the coordinating road authority and where consent given under s 63(1) of the Act
r 22(2)	Power to waive whole or part of fee in certain circumstances	DA, DCP, MAD, MAM, MC	Where Council is the coordinating road authority

INSTRUMENT OF APPOINTMENT AND  
AUTHORISATION  
*(PLANNING AND ENVIRONMENT  
ACT 1987)*

**Director Corporate  
Performance**

---

Helen Havercroft – October 2021

## Instrument of Appointment and Authorisation

In this Instrument 'officer' means –

OFFICER	TITLE	NAME
DCP	Director Corporate Performance	Helen HAVERCROFT

**By this Instrument of Appointment and Authorisation, Alpine Shire Council –**

1. Under s147(4) of the *Planning and Environment Act 1987* – appoints the **DCP** to be an authorised officer for the purposes of the *Planning and Environment Act 1987* and the regulations made under that Act; and
2. Under s313 of the *Local Government Act 2020* authorises the **DCP** either generally or in a particular case to institute proceedings for offences against the Acts and regulations described in this instrument.

**It is declared that this Instrument -**

- comes into force immediately upon its execution;
- remains in force until varied or revoked.

This Instrument is authorised by a resolution of the Alpine Shire Council made on **5 October 2021**.

THE COMMON SEAL OF THE  
ALPINE SHIRE COUNCIL was  
hereunto affixed this 5th day of  
October 2021 in the presence of:

.....  
COUNCILLOR NAME

.....  
SIGNATURE

.....  
COUNCILLOR NAME

.....  
SIGNATURE

.....  
CHIEF EXECUTIVE OFFICER NAME

.....  
SIGNATURE

INSTRUMENT OF APPOINTMENT AND  
AUTHORISATION  
(*PLANNING AND ENVIRONMENT  
ACT 1987*)

# Planning Officer

---

Lachlan Linkson – October 2021

## Instrument of Appointment and Authorisation

In this Instrument 'officer' means –

OFFICER	TITLE	NAME
PO	Planning Officer	Lachlan LINKSON

**By this Instrument of Appointment and Authorisation, Alpine Shire Council –**

1. Under s147(4) of the *Planning and Environment Act 1987* – appoints the **PO** to be an authorised officer for the purposes of the *Planning and Environment Act 1987* and the regulations made under that Act; and

**It is declared that this Instrument -**

- comes into force immediately upon its execution;
- remains in force until varied or revoked.

This Instrument is authorised by a resolution of the Alpine Shire Council made on **5 October 2021**.

THE COMMON SEAL OF THE  
ALPINE SHIRE COUNCIL was  
hereunto affixed this 5th day of  
October 2021 in the presence of:

---

COUNCILLOR NAME

---

SIGNATURE

---

COUNCILLOR NAME

---

SIGNATURE

---

CHIEF EXECUTIVE OFFICER NAME

---

SIGNATURE



NO.2021/22-1 – 30 JULY 2021

# Audit and Risk Committee Meeting

---

Minutes

## **In Attendance**

### COMMITTEE MEMBERS

Gerard Moore, Chair

Craig Covich

Jason Young

Julie Guest

Cr Sarah Nicholas – joined the meeting at 10.03am

Cr Charlie Vincent

### COUNCILLORS

Mayor, John Forsyth

### OFFICERS

Charlie Bird, Chief Executive Officer

Will Jeremy, Acting Director Corporate Performance

Dena Vlekkert, Manager Corporate

Kirsten McDonald, Health, Safety and Risk Officer

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## 1. Acknowledgement of traditional custodians, and recognition of all people

The Alpine Shire Council acknowledges the traditional owners of the land we are now on.

We also acknowledge those people who have contributed to the rich fabric of our community and strive to make wise decisions that will improve the quality of life for all.

## 2. Welcome

The Alpine Shire Council Audit and Risk Committee welcomed new member, Julie Guest.

## 3. Apologies

Elaine Burrridge, Acting Director Assets

## 4. Declarations by Committee members of conflict of interest

Nil

## 5. Confirmation of minutes

### 5.1 AUDIT AND RISK COMMITTEE MEETING NO. 2020/21-6, 28 MAY 2021

*C Covich*

*J Young*

*The Audit and Risk Committee confirmed the minutes of its Meeting No.2020/21-6 held on 28 May 2021.*

*Carried*

#### **ACTIONS**

- *Track actions in response to VAGO Maintaining Local Roads report through Asset Document Tracker*
- *Track actions in response to VAGO Sexual Harassment in Local Government report through Committee Action Sheet*

### 5.2 BUSINESS ARISING FROM PREVIOUS MEETING MINUTES

#### **Agenda and Minutes**

The Committee acknowledged that improvements in the format of the Agenda and Attachments were being made and requested that Minutes of meetings be circulated soon after the meeting rather than with the next Agenda.

#### **ACTIONS**

- *Draft minutes to be circulated to Chair and then members within two weeks of meeting.*
- *Label each page of attachments for ease of identification*

## 6. Standing items

### 6.1 PROGRESS OF AUDIT AND RISK COMMITTEE ACTIONS

#### **Introduction**

The Audit and Risk Committee action sheet is a register of all Audit and Risk Committee resolutions and requests that require a subsequent action to be implemented. Each meeting an update on the progress and status of the actions is provided to the Committee.

#### ***The Audit and Risk Committee:***

- 1. Noted the progress of outstanding actions.***
- 2. Accepted a 12-month extension to the due date for action 20/01-04.16 Asset Management System.***
- 3. Suggested that Council simplify the Employee Gift Policy requirements in the next scheduled review of the policy.***

#### **ACTIONS**

- Circulate the Policy Register, including review dates, to the Committee every 6 months.***

## 7. Reports by officers

### 7.1 ANNUAL ASSESSMENT OF PERFORMANCE

#### Introduction

The purpose of this report is to present to the Audit and Risk Committee the outcome of the Committee and management surveys on the performance and administration of the Committee.

*The Audit and Risk Committee noted the 2020/21 self-assessment of performance survey results.*

#### ACTIONS

- *CEO to discuss with Council a suggestion by the Committee that, in alignment with the reporting requirements of the Local Government Act 2020, the Committee Chair present, in person, their observations on the operation and performance of the Committee.*

#### Background

Section 54(4) of the *Local Government Act 2020* stipulates that an Audit and Risk Committee must undertake an annual assessment of its performance against its charter and provide a copy of the assessment to the Chief Executive Officer to table at a Council meeting. This requirement is also reflected in the Committee's Charter at section 6.8.

An online survey has been made available to Committee members since 2017 and was again provided in this format for the 2020/21 survey. In line with previous years, the Committee member survey comprised ten questions and utilised a rating scale introduced in 2016 for survey responses. The survey also allowed members to provide additional feedback on 9 out of the 10 questions.

In addition to the member survey, the key Council employees who were all involved in reporting to and attending Committee meetings during 2020/21 were also invited to complete a survey on the administration for the Committee and the guidance provided by the Committee. This survey is slightly different to the survey circulated to members.

#### Results

##### *Committee member survey*

The survey was circulated in early July 2021 to the five members of the Committee. There was a 40% return rate of the survey.

The Committee member survey results are detailed in attachment 7.1.1.

The members who responded are satisfied with the overall performance of the Committee. There was recognition from members that the Committee is functioning well and in accordance with its Charter. The Committee is receiving the information it requires to be assured that Council's financial controls and reporting, risk management framework and compliance processes are in place and effective.

Alpine Shire Council Audit and Risk Committee | NO.2021/22-1 – 30 JULY 2021

While the feedback from the responding members this year has been very positive, the members have requested that management consider streamlining the agenda and attachments and reduce the time taken to provide minutes of the meetings.

The transparency and involvement of staff in raising and discussing issues with the Committee was noted as was the active participation the Councillor members.

### ***Management survey***

The survey was circulated to the Chief Executive Officer, Director Corporate, Director Corporate Performance, Director Assets, and Manager Corporate. There was a 40% return rate.

The management survey results are detailed in attachment 7.1.2.

Overall management are of the view that the Committee's scrutiny and guidance adds value to Council's operations and management of its risks and the excellent relationship between Committee members and management results in open and productive discussion.

It was noted that attempts to improve the navigation of the agenda and attachments in response to feedback from the Committee had not been successful to date and that simplifying this process needs to be pursued.

### **Risk management**

Risk	Likelihood	Impact	Rating	Mitigation Action / Control
Committee operates outside its role and extent of authority	Rare	Insignificant	Low	<ul style="list-style-type: none"> <li>Committee Charter endorsed by Committee and approved by Council</li> <li>Annual work program</li> </ul>

### **Policy implication**

The report aligns with the following Strategic Objective of the Council Plan 2017-2021:

A responsible and sustainable organisation

### **Conclusion**

The member and management performance assessment surveys of the Audit and Risk Committee for 2020/21 are now complete. The conclusion is that the Committee is functioning well, is provided with the necessary documentation to provide assurances that appropriate processes and controls are in place and effective, and the relationship between members and management is positive.

### **Declaration of conflict of interest**

Under Section 130 of the *Local Government Act 2020*, the following officers declare that they have no interests to disclose in providing this report.

- Acting Director Corporate Performance
- Manager Corporate
- Health, Safety and Risk Officer

## 8. For information only

### 8.1 2020/21 QUARTER 4 PURCHASING AUDIT

Quarterly purchasing audits are undertaken and reported to the Audit and Risk Committee in response to the findings of a 2014 internal audit review and to provide continuing assurance that Council's purchasing controls are effective and complied with. The random sample testing is based on an even spread of purchases across all departments (14 in total) and spend thresholds as documented in the Procurement Policy. The sample excludes purchases under \$1000, mandated services, utility services, credit cards, councillor expenses, levies payable to and money collected on behalf of other entities.

#### **2020/21 Q3 Purchasing Audit - Update**

The 2020/21 Q3 Purchasing Audit identified that the purchasing method used for transaction #13 did not comply with the Procurement Policy requirements. The Committee requested that this transaction be reviewed. The value of the purchase, the number of quotes sought, and the supporting documentation have all been reviewed for compliance with the Procurement Policy. The value of the transaction, \$2,178.00, required 1 written quote and a purchase order under the policy at the time, which was complied with. There was an error in the Purchasing Audit table that stated that two quotes were required.

### 8.2 2020/21 QUARTER 4 CEO AND MAYOR CREDIT CARD REPORT

VAGO, in its fraud and corruption control review (June 2019) and 2019 Interim Management Letter, recommends that credit card expenditure be reviewed and reported to the Audit and Risk Committee for periodic review.

#### **ACTION**

- *Review reporting of Councillor expenses to ensure reimbursements for out of pocket expenses made to the Mayor in the absence of a Council credit card are captured in the reporting.*

### 8.3 2020/21 QUARTER 4 HEALTH AND SAFETY REPORT

#### **ACTIONS**

- *In response to the impacts of manual handling incidents on an ageing workforce, CEO to consider proactive physio consults to assist in reducing events, in a similar way to the Employee Assistance Program for psychological support.*
- *Identify tasks likely to result in manual handling injuries and using the hierarchy of controls address those risks and train staff undertaking those tasks.*

### 8.4 RISK REPORT

As advised at the May2021 Committee meeting, the recent risk register focus has been the documentation of an operational health and safety risk register covering key risks

associated with construction, emergencies, and maintenance. The Committee has requested a briefing on the review of Council's Risk Management Policy, risk matrix, and risk register review procedure. This review is scheduled for Quarter 2 2021/22 and an update will be provided to the Committee at its November 2021 meeting.

## 8.5 POLICY REVIEW UPDATE

VAGO in its 2015 Interim Management Letter recommended that Council review the appropriateness and currency of all policies. The policy review log is reported to the Audit and Risk Committee to provide continuing assurance that Council is progressing the review and maintaining current policies.

## 8.6 ASSET MANAGEMENT DOCUMENT TRACKER REPORT

The Asset Management Document Tracker is reported to the Audit and Risk Committee to provide continuing assurance that Council is progressing the review of key asset management actions.

## 8.7 FIRE SERVICES LEVY

As previously advised, the State Revenue Office Victoria (SRO) audit of Council's Fire Services Property Levy (FSPL) calculations concluded that in the absence of automated accurate reporting, manual reconciliation between Council's data and SRO calculations is required. Council's Rates Officer has been reliant on assistance from the SRO to undertake this reconciliation. The SRO allocated a dedicated resource during April 2021 and the reconciliations and corresponding FSPL administration allowances were finalised in Quarter 4.

Financial Year	FSPL excl GST	Status – last meeting 28/05/21	Status – this meeting 30/07/21
2012/13	\$49,639.00	Paid	Paid
2013/14	\$65,246.00	Paid	Paid
2014/15	\$44,332.00	Invoiced	Invoiced
2015/16	\$45,648.00	Invoiced	Invoiced
2016/17	\$47,003.00	Invoiced	Invoiced
2017/18	\$48,398.00	To be balanced prior to invoice	Invoiced
2018/19	\$49,608.00	-	Invoiced
2019/20	\$50,848.01	-	Invoiced
<b>Total</b>	<b>\$400,722.01</b>		

Feedback from the SRO on the 2020/21 reconciliation is very positive and no further issues are foreseen. As such this item will no longer be reported on.

## 8.8 INSURANCE UPDATE

Verbal update provided.

## 8.9 LOCAL GOVERNMENT ACT 2020 IMPLEMENTATION UPDATE

The *Local Government Act 2020* (LGA 2020) received Royal Assent on 24 March 2020 and is replacing the *Local Government Act 1989* (LGA 1989) in stages over an 18-month period to June 2022. This report aims to provide the Committee with assurance that Council is implementing the LGA 2020 requirements and is complying with the legislated timeframes.

	LGA 2020 section #	Section commenced date	Due date	Date adopted by Council / CEO
41	Councillor expenses policy	1/05/2020	on or before 1/9/20	25/08/2020
11	Power of delegation (Council to CEO and staff)	1/05/2020	on or before 1/9/20 + full review within 12 months of election	1/09/2020
47	Review of CEO to staff and asset committee delegations	1/05/2020	on or before 1/9/20	1/09/2020
53	Audit and Risk Committee - establishment	1/05/2020	on or before 1/9/20	25/08/2020
54	Audit and Risk Committee Charter	1/05/2020	on or before 1/9/20	25/08/2020
57	Public transparency policy	1/05/2020	on or before 1/9/20	25/08/2020
60	Governance Rules (must include election period policy s69)	1/05/2020	on or before 1/9/20	25/08/2020
69	Election period policy	1/05/2020	on or before 1/9/20	25/08/2020
139	Councillor code of conduct	24/10/2020	within 4 months after a general election (24/2/21)	23/02/2021
55	Community engagement policy	1/05/2020	on or before 1/3/21	23/02/2021

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LGA 2020 section #		Section commenced date	Due date	Date adopted by Council / CEO
138	Councillor gift policy	24/10/2020	within 6 months after section comes into operation (24/04/21)	6/04/2021
32	Councillor induction training (32(3) written declaration)	24/10/2020	within 6 months after date Councillor takes oath or affirmation of office (mid-May 21)	20/04/2021
93	Revenue and rating plan	24/10/2020	by next 30 June after general election	15/06/2021
94	The budget (four year)	24/10/2020	by 30 June each year	15/06/2021

Council will keep the Committee informed on the ongoing implementation of *Local Government act 2020* requirements.

## 9. General business

### 9.1 MEETING SCHEDULE

The Committee established the 2021 meeting schedule at its meeting in December 2020. With recent changes in independent membership of the Committee the meeting schedule was discussed and existing 2021 meeting dates and times maintained.

#### **ACTION**

- *Circulate 2020/21 Annual Report documents to Committee as soon as available prior to September 2021 meeting.*

### 9.2 2020/21 QUARTER 4 REPORTS

Member J Guest sought assurance that given Quarter 4 Financial Reports are not presented to the Committee that the data is still analysed and shows the comparison to budget and explanations for variations.

Manager Corporate advised the Committee that the analysis is still undertaken and that the information in the Annual Report is more detailed than the Quarterly reports.

## 10. Next meeting

The next meeting of the Audit and Risk Committee is scheduled to be held on Tuesday 7 September 2021 at 9.00am to consider the 2020/21 Annual Financial and Performance Statements.

There being no further business, the Chair declared the meeting closed at 10.51am.



NO.2021/22-2 – 7 SEPTEMBER 2021

# Audit and Risk Committee Meeting

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Minutes

## In Attendance

### COMMITTEE MEMBERS

Gerard Moore, Chair

Craig Covich

Jason Young

Julie Guest

Cr Sarah Nicholas

Cr Charlie Vincent

### COUNCILLORS

Mayor, John Forsyth

### OFFICERS

Charlie Bird, Chief Executive Officer – left the meeting at 10.33am

Will Jeremy, Acting Director Corporate Performance

Dena Vlekkert, Manager Corporate

Kirsten McDonald, Health, Safety and Risk Officer

Brian Bose, Accountant

Warren Bennett, Accountant

### EXTERNAL AUDITORS

*RSD Audit, Bendigo*

Phil Delahunty, Partner

Blessing Mendoza, Chartered Accountant

## Agenda

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3. Declarations by Committee members of conflict of interest ..... 3
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  - 4.2 Business Arising from Previous Meeting Minutes ..... 3
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6. Reports by officers ..... 5
  - 6.1 2020/2021 Annual Financial STATEMENTS and Performance Statement ..... 5
7. General business ..... 10
8. Next meeting ..... 10

## **1. Acknowledgement of traditional custodians, and recognition of all people**

The Alpine Shire Council acknowledges the traditional owners of the land we are now on.

We also acknowledge those people who have contributed to the rich fabric of our community and strive to make wise decisions that will improve the quality of life for all.

## **2. Apologies**

Elaine Burridge, Acting Director Assets

## **3. Declarations by Committee members of conflict of interest**

Nil

## **4. Confirmation of minutes**

### **4.1 AUDIT AND RISK COMMITTEE MEETING NO. 2021/22-1, 30 JULY 2021**

*C Covich*

*Cr S Nicholas*

*The Audit and Risk Committee confirmed the minutes of its Meeting No.2021/22-1 held on 30 July 2021.*

### **4.2 BUSINESS ARISING FROM PREVIOUS MEETING MINUTES**

Nil

## 5. Report by External Auditor

### Introduction

External Auditors, Phil Delahunty, Partner, and Blessing Mendoza, Chartered Accountant, RSD Audit, Bendigo attended the video conference meeting at 9.15am to discuss the VAGO Audit, Year Ending 30 June 2021.

The discussion was held in two sessions as follows:

Session	Participants	Items discussed
1	Committee members and Council management and staff	<ul style="list-style-type: none"><li>• Year-end financial audit results</li><li>• Performance statement</li><li>• Any other specific queries raised by the Committee or the External Auditor</li></ul>
2	Committee members only	<ul style="list-style-type: none"><li>• Matters raised by the Committee or External Auditor under section 6.6 of the Committee's Charter</li></ul>

The meeting was closed to Council management and staff between 10.03am and 10.22am for session 2.

*J Young  
Cr C Vincent*

***The Audit and Risk Committee received and noted the Victorian Auditor General's Office Closing Report on the 2020/21 Financial Report and Performance Statement of Alpine Shire Council.***

The Chair, on behalf of the Committee, thanked the Auditors for their reports and for meeting with the Committee.

The Auditors left the meeting at 10.25am.

## 6. Reports by officers

### 6.1 2020/2021 ANNUAL FINANCIAL STATEMENTS AND PERFORMANCE STATEMENT

#### Introduction

The purpose of this report is to present the draft Financial Statements and Performance Statement for the year ended 30 June 2021 for review and endorsement prior to Council approval in principle.

#### RECOMMENDATION

*That the Audit and Risk Committee endorse Council's draft Financial Statements and Performance Statement for the year ended 30 June 2021 for Council approval in principle.*

*Cr C Vincent  
J Guest*

*The Audit and Risk Committee endorsed Council's draft Financial Statements and Performance Statement for the year ended 30 June 2021 for Council approval in principle noting that the statements will be updated for adjustments in relation to the Working for Victoria Grant funds that had not been expended, and minor changes to notes.*

#### Background

Transitional provisions in s329(7)(b) of the *Local Government Act 2020*, mean that the 2020/21 Annual Report must be prepared in accordance with the *Local Government Act 1989*. From next year onwards the development of an Annual Report, Financial Statements and Performance Statements will be governed by the *Local Government Act 2020*.

Section 131 of the *Local Government Act 1989* requires Council to prepare an Annual Report for each financial year that contains a report on the operations of the Council, an audited performance statement and audited financial statements.

Section 132 of the *Local Government Act 1989* requires Council to pass a resolution giving its approval in principle to the draft Financial Statements and draft Performance Statement prior to submitting the statements to the auditor so that they may prepare their reports.

Once approval in principle has been provided and Council has incorporated any changes recommended or agreed by the auditor, the Financial Statements and Performance Statement must be certified by two Councillors authorised by the Council prior to the auditors signing their reports.

Prior to Council considering the draft Financial Statements and draft Performance Statement, the Audit and Risk Committee, in accordance with section 6.2 of its Charter, reviews the draft statements and considers whether they are complete, consistent with information known to the Committee, and reflect appropriate accounting principles.

This report provides an overview of the results in Council's draft Financial Statements and draft Performance Statement which are provided in full in the attachments.

## **Financial Statements**

The Financial Statements show Council's financial performance, financial position, and cash flows against the previous year.

In summary, Council ended the 2020/21 year with a surplus of \$5.0m, which was \$2.7m higher than the \$2.3m surplus projected in the 2020/21 Annual Budget (the Budget).

The higher result was primarily due to the receipt of \$3.7m in additional grant income; additional non-monetary contributions of \$1.0m arising from completed subdivision developments; a re-valuation of the Bright and Myrtleford Holiday Parks by \$0.5m; as well as lower than anticipated material and services expenditure of \$1.1m.

This was in part offset by additional employee costs of \$0.8m, primarily due to additional Working for Victoria employee costs of \$0.7m, and an adjustment to Council's Land under Roads Asset Register of \$3.0m.

It is noted that the financial impact of COVID-19 was minimal as most staff stood down from closed services were redeployed, and the impact on Council revenue streams was not material.

### **1. Income**

Altogether Council received \$35.6m in income which was \$5.6m favourable to the Budget projection of \$30.0m.

Key variances to budget were as follows:

#### **1.1 Grants - operating**

Council received total operating grant income of \$8.3m which was \$3.3m favourable to budget, primarily due to the receipt of additional Working for Victoria funding of \$1.2m, 2019/20 Bushfire Recovery and Relief funding of \$0.8m; additional COVID-19 funding of \$0.5m; collection of previously unreconciled Fire Services Levy Administration funding of \$0.3m and \$0.2m funding to undertake a key worker housing pilot..

#### **1.2 Grants - capital**

Council received total capital grant income of \$3.0m which was \$0.4m higher than anticipated, primarily due to additional funds received for the Local Roads and Community Infrastructure Program.

#### **1.3 Contributions – non-monetary**

Council received total non-monetary contributions of \$1.2m which was \$1.0m higher than anticipated arising from completed subdivision developments.

#### **1.4 Fair value adjustments for investment property**

An external valuation of Council's investment properties resulted in the Bright and Myrtleford Holiday Parks being adjusted by \$0.5m.

### **2. Expenses**

Overall expenses were \$30.6m which was \$2.8m higher than Budget.

Key areas of variance are as follows:

### *2.1 Employee costs*

Employee costs were \$10.1m, \$0.8m higher than budgeted at \$9.3m, primarily due to additional Working for Victoria employee costs of \$0.7m.

### *2.2 Materials and services*

Materials and services were \$11.5m, \$1.1m lower than the budgeted \$12.6m. Primary reasons for the decrease versus budget include:

The reclassification of \$0.2m of operating expenses as capital expenses  
\$0.4m below budget expenditure on Bushfire Recovery related expenses due to the impact of COVID-19 restrictions  
\$0.2m below budget expenditure on the Dinner Plain bus service due to the impact of COVID-19 restrictions  
\$0.1m below budget expenditure due to delays in strategic planning projects  
\$0.2m below expenditure on kerbside collections and delays in waste management projects.

### *2.3 Land under Roads*

A 2021 review of land under roads by Council's valuers discovered that the original valuation in June 2018 had erroneously included roads not controlled by Council. These have been removed from Council's asset register resulting in an adjustment of \$3.0m.

## **Performance Statement**

The Performance Statement provides an overview of Council progress against key performance indicators. The Local Government Performance Reporting Framework (LGPRF) provides the basis for these indicators to enable a uniform Performance Statement across all Victorian councils.

A number of performance indicators were impacted due to COVID-19 restrictions and extended closures. Most notably:

Utilisation of aquatic facilities has fallen as compared to the previous year, from 2.24 to 1.94 to visits per capita

Active library members were slightly lower than in previous years, dropping from 18.4% to 16.2%, with limited "Click and Collect" services being permitted to operate throughout parts of the year.

The percentage of critical and major non-compliance food safety notifications followed-up has fallen slightly compared to the previous year from 95.8% to 87.5%, with COVID-19 restrictions impacting on the inspection schedule. However, food safety compliance has improved overall, with fewer total notifications received as compared with the previous year.

Against the trend, Maternal and Child Health services saw an increase in participation to 81.8% as compared to the previous year of 74.3%, as Council continued to support the community, whilst working within the COVID-19 restrictions. As such, participation rates returned to the historical averages, following a drop last year due to bushfires and COVID-19 restrictions.

Council continues to make very few decisions in closed Council meetings, with a strong preference for transparent decision making in an open Council meeting.

Generally, the financial indicators show that Council is financially sustainable and that services are being delivered within expected parameters.

### Issues

The Financial Statements and Performance Statement were still being audited at the time this report was written. Whilst the Victorian Auditor General can still make changes, any changes would be expected to be minor in nature.

### Risk management

Risk	Likelihood	Impact	Rating	Mitigation Action / Control
Inability to accurately plan and manage finances due to inaccurate financial data	Unlikely	Moderate	Medium	<ul style="list-style-type: none"> <li>Financial Plan</li> <li>Annual Budget</li> <li>Regular reporting</li> <li>Year-end controls and reconciliations</li> <li>Audit processes</li> </ul>
Failure to address changes in accounting standards and legislation	Rare	Minor	Low	<ul style="list-style-type: none"> <li>Liaison with auditors</li> <li>Industry updates</li> <li>Staff CPD</li> </ul>

### Policy implications

Council has prepared draft Financial Statements and a draft Performance Statement for Council Approval in Principle, in line with the requirements Section 131 and Section 132 of the *Local Government Act 1989*, and the *Local Government (Planning and Reporting) Regulations 2014*.

The authorised Councillors are required to certify the final Financial Statements and Performance Statement after any amendments or changes requested by the Victorian Auditor General have been made, and prior to adoption by Council.

The Annual Report must be submitted to the Minister by 30 September as required by Section 133 of the *Local Government Act 1989*. Public notice must then be given that the Report has been prepared and can be inspected at the Council office and on the Council's website. The Report must then be considered at a meeting of the Council as soon as practicable after the Council has sent the Annual Report to the Minister as required by Section 134 of the *Local Government Act 1989*.

It is noted that from next year onwards the development of an Annual Report, Financial Statements and Performance Statements will be governed by the *Local Government Act 2020*.

The recommendation is in accordance with the following Strategic Objective of the Council Plan 2017-2021:

A responsible and sustainable organisation

## Conclusion

Council ended the 2020/21 year with a surplus of \$5.0 million, which was higher than that predicted in the 2020/21 Annual Budget. The higher surplus result is largely attributed to the receipt of unanticipated grant income, additional non-monetary contributions arising from three large sub-division developments and re-valuations for the Bright and Myrtleford Holiday Parks, as well as lower than anticipated materials and services expenditure. This was in part offset by additional employee costs, primarily due to additional Working for Victoria employee costs, and an adjustment to Councils Land under Roads Asset Register.

There was reduced take-up of selected services during the COVID-19 restrictions, impacting on selected performance indicators.

## Declaration of conflict of interest

Under Section 130 of the *Local Government Act 2020*, the following officers declare that they have no interests to disclose in providing this report.

- Acting Director Corporate Performance
- Manager Corporate
- Accountant
- Governance Officer

## **7. General business**

### **7.1 ACKNOWLEDGEMENT OF NEW COMMITTEE**

Councillors S Nicholas and C Vincent acknowledged the expertise of the new Committee and the valuable benefit that they gain from working with and learning from members.

### **7.2 THANK YOU TO RETIRING ACCOUNTANT**

The Chair, on behalf of the Committee, thanked Warren Bennett, Accountant, for his contribution to Council and the Committee and wished him well for his retirement.

## **8. Next meeting**

The next meeting of the Audit and Risk Committee is scheduled to be held on Friday 26 November 2021 at 9.00am for Committee Members and 9.15am for management.

There being no further business, the Chair declared the meeting closed at 10.38am.

## 2020/21 REGISTRATION AND PERMIT SUMMARY



Type of premise	No of Premises	Fee	Total
<b>Food Act 1984</b>			
Class 1	11	\$545	\$5,995
Class 2	155	\$473	\$73,315
Class 3	50	\$270	\$13,500
<b>Public Health and Wellbeing Act 2008</b>			
Prescribed Accommodation	48	\$218	\$10,464
Personal care & body art	11	\$166.50	\$ 1,831.50
<b>Residential Tenancies Act 1997</b>			
Caravan Parks	18	\$15.03 per unit	\$23,118.40
<b>Community Local Law 2019</b>			
Portable signage	31	\$72	\$2,232
Footpath trading / dining	46	\$153.00	\$7,038
Roadside trading	19	\$236	\$2,990.00
Additional Local Laws permits yet to be obtained	Estimate of value of permits yet to be obtained by businesses		\$5,000

**NOTE: all fees are GST exempt**



## Informal Meeting of Councillors

*In accordance with Chapter 8, section A1 of Council's [Governance Rules](#), the Chief Executive Officer must ensure that a summary of the matters discussed at an Informal meeting of Councillors is tabled at the next convenient Council meeting, and recorded in the minutes of that Council meeting.*

**Meeting Title:** Briefing Session

**Date:** Tuesday 7 September 2021

**Location:** MS Teams Meeting

**Start Time:** 2.30pm

**Finish Time:** 5.00pm

**Chairperson:** Chief Executive Officer

### Councillor and staff attendees:

Name	Position	Name	Position
Cr John Forsyth	Mayor	Charlie Bird	Chief Executive Officer
Cr Sarah Nicholas	Deputy Mayor	Will Jeremy	A/Director Corporate Performance
Cr Katarina Chalwell	Councillor	Elaine Burridge	A/Director Assets
Cr Ron Janas	Councillor		
Cr Tony Keeble	Councillor		
Cr Charlie Vincent	Councillor		
Cr Kelli Prime	Councillor		

### Councillor and staff apologies:

Name	Position

**1. Conflict of interest disclosures**

Disclosures of Conflicts of Interests must be made in accordance with Chapter 7, sections A3-A5 of Council's [Governance Rules](#), and recorded here.

**2. Record of Councillors that have disclosed a conflict of interest leaving the meeting****3. Items discussed**

A list of items discussed at the meeting must be included here.

Item
Councillor only time
Acknowledgement of Traditional Custodians
Bright Urban Design Framework
Economic Development Strategy – Action Plan
Myrtleford Memorial Hall
Upcoming Cycling Improvements
Ordinary Council Meeting Agenda review
General Business
Prepare for September Ordinary Council Meeting via Zoom



## Informal Meeting of Councillors

*In accordance with Chapter 8, section A1 of Council's [Governance Rules](#), the Chief Executive Officer must ensure that a summary of the matters discussed at an Informal meeting of Councillors is tabled at the next convenient Council meeting, and recorded in the minutes of that Council meeting.*

**Meeting Title:** Hearing of Submissions – Council Plan, Council Vision and Events

**Date:** Tuesday 14 September 2021

**Location:** Zoom Meeting

**Start Time:** 1.30pm

**Finish Time:** 5.00pm

**Chairperson:** Chief Executive Officer

### Councillor and staff attendees:

Name	Position	Name	Position
Cr John Forsyth	Mayor	Charlie Bird	Chief Executive Officer
Cr Sarah Nicholas	Deputy Mayor	Will Jeremy	A/Director Corporate Performance
Cr Katarina Chalwell	Councillor	Elaine Burrridge	A/Director Assets
Cr Ron Janas	Councillor		
Cr Tony Keeble	Councillor		
Cr Charlie Vincent	Councillor		
Cr Kelli Prime	Councillor		

### Councillor and staff apologies:

Name	Position

**1. Conflict of interest disclosures**

Disclosures of Conflicts of Interests must be made in accordance with Chapter 7, sections A3-A5 of Council's [Governance Rules](#), and recorded here.

**2. Record of Councillors that have disclosed a conflict of interest leaving the meeting****3. Items discussed**

A list of items discussed at the meeting must be included here.

Item
Hearing of Council Plan, Council Vision Submissions
Strategic Works Program discussion
Hearing of Event Submissions
General business



## Informal Meeting of Councillors

*In accordance with Chapter 8, section A1 of Council's [Governance Rules](#), the Chief Executive Officer must ensure that a summary of the matters discussed at an Informal meeting of Councillors is tabled at the next convenient Council meeting, and recorded in the minutes of that Council meeting.*

**Meeting Title:** Briefing Session

**Date:** Tuesday 21 September 2021

**Location:** MS Teams Meeting

**Start Time:** 1.30pm

**Finish Time:** 5.00pm

**Chairperson:** Will Jeremy, Acting Chief Executive Officer

### Councillor and staff attendees:

Name	Position	Name	Position
Cr John Forsyth	Mayor	Will Jeremy	A/Chief Executive Officer
Cr Sarah Nicholas	Deputy Mayor	Brett Jordan	A/Director Corporate Performance
Cr Katarina Chalwell	Councillor	Elaine Burridge	A/Director Assets
Cr Ron Janas	Councillor		
Cr Tony Keeble	Councillor		
Cr Charlie Vincent	Councillor		
Cr Kelli Prime	Councillor		

### Councillor and staff apologies:

Name	Position
	Charlie Bird, Chief Executive Officer

**1. Conflict of interest disclosures**

Disclosures of Conflicts of Interests must be made in accordance with Chapter 7, sections A3-A5 of Council's [Governance Rules](#), and recorded here.

**2. Record of Councillors that have disclosed a conflict of interest leaving the meeting****3. Items discussed**

A list of items discussed at the meeting must be included here.

Item
Councillor only time
Acknowledgement of Traditional Custodians
Council Plan / Council Vision and Financial Plan final discussion and review
Events Strategy discussion
Planning Policy Framework Translation
<i>Short recess</i>
Draft Access and Inclusion Plan
Mount Beauty Airport upgrade
Myrtleford Memorial Hall
Alpine Better Places Harrieville and Tawonga
Alpine Sport and Recreation Plan
General business



## Informal Meeting of Councillors

*In accordance with Chapter 8, section A1 of Council's [Governance Rules](#), the Chief Executive Officer must ensure that a summary of the matters discussed at an Informal meeting of Councillors is tabled at the next convenient Council meeting, and recorded in the minutes of that Council meeting.*

**Meeting Title:** Briefing Session

**Date:** Tuesday 28 September 2021

**Location:** MS Teams Meeting

**Start Time:** 1.30pm

**Finish Time:** 5.00pm

**Chairperson:** Will Jeremy, Acting Chief Executive Officer

### Councillor and staff attendees:

Name	Position	Name	Position
Cr John Forsyth	Mayor	Will Jeremy	A/Chief Executive Officer
Cr Sarah Nicholas	Deputy Mayor	Brett Jordan	A/Director Corporate Performance
Cr Katarina Chalwell	Councillor	Elaine Burridge	A/Director Assets
Cr Ron Janas	Councillor		
Cr Tony Keeble	Councillor		
Cr Charlie Vincent	Councillor		
Cr Kelli Prime	Councillor		

### Councillor and staff apologies:

Name	Position
	Charlie Bird, Chief Executive Officer

**1. Conflict of interest disclosures**

Disclosures of Conflicts of Interests must be made in accordance with Chapter 7, sections A3-A5 of Council's [Governance Rules](#), and recorded here.

**2. Record of Councillors that have disclosed a conflict of interest leaving the meeting****3. Items discussed**

A list of items discussed at the meeting must be included here.

Item
Councillor only time
Acknowledgement of Traditional Custodians
Planning 2021.35 – 15 O'Donnell Avenue Planning 2019.169 – 490 Buckland Valley Road Planning 2021.003 – 11 Whitestar Road
Reflect Reconciliation Action Plan and Culture and Healing
Draft Sport and Active Recreation Plan
Asset Development contract award recommendations
Permit and Fee Relief for businesses
Ordinary Council meeting agenda review
General Business
Asset Development Performance for FY20/21
Planning and Building Monthly statistics
Bushfire Council Support Grant