



AGENDA

ORDINARY MEETING OF COUNCIL

Tuesday, 15 December 2015

To be held Swan Hill Town Hall,
Meeting Room 1
Commencing at 2:00 PM

COUNCIL:

Cr LT McPhee – Mayor

Cr JN Katis

Cr CM Adamson

Cr GW Norton

Cr GI Cruickshank

Cr JA Kiley

Cr JB Crowe

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SECTION A – PROCEDURAL MATTERS

- **Open**
- **Acknowledgement to Country**
- **Prayer**
- **Apologies**
- **Confirmation of Minutes**
 - 1) Ordinary Meeting held on 17 November 2015
- **Declarations of Conflict of Interest**
- **Receptions and Reading of Petitions, Memorials, Joint Letters and Deputations**
- **Public Question Time**

SECTION B – REPORTS

B.15.95 PREVENTION OF VIOLENCE AGAINST WOMEN

Responsible Officer: Director Community & Cultural Services
File Number: S06-04-01
Attachments: Nil

Declarations of Interest:

Bruce Myers - as the responsible officer, I declare that I have no disclosable interests in this matter.

Summary

This report provides Council the opportunity to endorse the statement of commitment in the Loddon Mallee Regional Action Plan for the Prevention of Violence Against Women.

Discussion

Violence against women

The Loddon Mallee Regional Action Plan defines violence against women in accordance with the *United Nations Declarations on the Elimination of Violence against women (1993)*. This defines violence against women as an act of gender-based violence that could cause physical, sexual or psychological harm or suffering, including threats of harm, coercion or arbitrary deprivation of liberty in public or private life.

This definition includes but is not limited to family violence.

Whilst men, women, children, young people and older people can all be victims of violence, overwhelmingly violence is perpetrated by men, and family violence is overwhelmingly perpetrated by men against women. There is a growing body of evidence that women and children are most vulnerable to family violence related health and wellbeing impacts. Some related statistics that have been collated by Our Watch - a body established with Commonwealth and Victorian Government support to drive nation-wide change on this issue - include:

- Family violence is the leading contributor to ill-health and premature death in women under 45. This is more than any other well-known risks including high blood pressure, obesity and smoking.
- Almost every week in Australia a woman dies as a result of family violence. Some research suggests this rate is in fact much higher.
- One in four children / young people have been exposed to family violence against their mother.
- Physical and sexual abuse of children / young people is also more common in households where there is family violence.

(Our Watch: <http://www.ourwatch.org.au>)

Regional incidence of family violence

The Loddon Mallee region has the second highest regional incidence of reported family violence in the state. Four of the five LGAs in the State with the highest incidence of reported family violence are in Loddon Mallee, and six of the Loddon Mallee LGAs have an incidence rate higher than the State average.

The Plan

Women's Health Loddon Mallee has coordinated the development of the Loddon Mallee Regional Action Plan for the Prevention of Violence Against Women (the Plan), funded by the Department of Justice. The Plan is one of nine similar regional plans either under development or already published. The Plan is consistent with existing primary prevention of violence against women frameworks at both National and State levels.

The VicHealth *Preventing violence before it occurs (2007)* framework identifies the underlying determinant or driver of violence against women as gender inequality and unequal gender roles, and this is a key focus of the Regional Plan.

The Plan outlines a number of strategies to guide action at regional, local and community levels.

Through consultations across the Loddon Mallee region, the Loddon Mallee Takes a Stand Reference Group has developed a sign-on statement of commitment for organisations and existing partnerships to support the objectives of the plan.

Local government has an important role to play in creating and maintaining environments that promote health and wellbeing. This role is realised through both legislated activities (e.g. the development and implementation of Municipal Health and Wellbeing Plans, the delivery of maternal and child health services) and non-legislated activities (e.g. the provision and management of recreational facilities).

Promoting health and wellbeing can be considered in terms of three spheres of influence: primary prevention, early intervention and intervention. From a family violence perspective, these three spheres could be described as follows:

- Primary prevention: preventing family violence before it occurs (e.g. addressing the underlying causes of family violence such as gender inequality).
- Early intervention: taking action if there are early indicators of potential family violence (e.g. addressing identified community or individual attitudes before they develop into established patterns of behaviour).
- Intervention: taking action after family violence has occurred (e.g. providing support and treatment for victims of family violence).

Local government as a sector is best placed to influence the primary prevention and early intervention spheres. However, some services delivered by the local government sector can also extend into the intervention sphere as particular circumstances may require (e.g. maternal and child health services).

Across the Loddon Mallee region a number of LGAs have been taking action in primary prevention, for example:

- Inclusion of violence against women in Violence Prevention or Community Safety Plan
- Take A Stand Program (bystander training for Council staff and Councillors)
- Enterprise Agreement Family Violence clause
- Engagement and leadership in White Ribbon Day and 16 Days of Activism for the Elimination of Violence Against Women activities
- Prevention of violence against women in emergencies projects and plans

Consultation

The Plan has been developed in consultation with a broad range of community services, local government agencies, women's services, emergency services and sporting and recreational associations across the Loddon Mallee Region.

Financial Implications

There are no specific financial implications arising from this report, although there may be actions undertaken within existing budgets and resources.

Social Implications

The endorsement of the Plan and its objectives provides Council with a number of strategies to guide action at regional, local and community levels, and improve social outcomes.

Economic Implications

Not applicable to this report.

Environmental Implications

Not applicable to this report.

Risk Management Implications

Not applicable to this report.

Council Plan Strategy Addressed

Community Wellbeing - Community services that are efficient and responsive to needs.

Recommendations

1. That Council endorses the statement of commitment:

“We acknowledge that violence against women is prevalent and serious in the Loddon Mallee Region. We recognise that while any person can be a victim or perpetrator of violence, violence is predominantly perpetrated by men, and in family violence situations, women are predominantly the victims. We understand that that the underlying drivers of violence against women are gender inequality, rigid gender stereotypes and cultures that accept or excuse men’s violence. We commit to working in our own organisations and in partnership with others to end violence against women. We will do this by creating communities, organisations and cultures that are non-violent, gender-equitable, non-discriminatory and that promote respectful relationships. In this way we will address the underlying drivers of violence against women and create a safer community.”

2. That Council officers review the Loddon Mallee Regional Action Plan for the Prevention of Violence Against Women and identify actions to be undertaken.
3. Council officers incorporate the relevant actions into the next review of the Public Health and Wellbeing Plan.
4. That a report to Council be presented with options for further action.

B.15.96 2015 FIRE PREVENTION UPDATE

Responsible Officer: Director Development and Planning
File Number: S24-02-09
Attachments: Nil

Declarations of Interest: Officer

Adam McSwain - as the responsible officer, I declare that I have no disclosable interests in this matter.

Summary

This report provides an overview of the fire prevention work Council has undertaken in the 2015 season.

Discussion

Prior to the commencement of fire season, Council issues Fire Prevention courtesy letters in October of each year.

The letters are sent to:

- All property owners who have previously received a Fire Prevention Notice
- Property owners that have had a complaint made to Council regarding the potential fire risk of their property, and
- Properties that Council Officers have identified as a potential fire risk.

The letter asks property owners to be proactive and prepare their property for the upcoming Fire Danger Period and to maintain their property throughout the period to ensure it does not pose a fire risk.

For the 2015/16 fire season the following has taken place in preparation:

- 244 Fire Prevention Courtesy Letters were sent out and 67% of those properties complied with the letter.
- Regulatory Services officers have undertaken 335 property inspections since the 2015 fire season has commenced.

Once the Fire Danger Period has been declared by the CFA, the Municipal Fire Prevention Officers have the power to issue a Fire Prevention Notice under Section 41 of the Country Fire Authority Act 1958. This notice directs the property owner to take the necessary steps to protect life and property, and that of their neighbours, from the threat of fire. 81 Fire Prevention Notices were issued for the current fire season and 79% of those properties have now complied with the Fire Prevention Notice.

Where a property owner has not completed the required works under the Fire Prevention Notice by the due date, Council will engage contractors to undertake the

works to remove the fire risk. When works have been completed by contractors, the property owner will be issued with a penalty infringement notice and an invoice for the costs of the clean up.

Currently there are 20 properties throughout the municipality where contractors are being engaged to complete the works.

This is a significant improvement on previous years. For the previous fire season (2014/15) 124 Fire Prevention Notices were issued compared to only 81 Fire Prevention Notices for the current season (2015/2016). The increase in compliance can in part be attributed to additional courtesy calls from Regulatory Services officers and increased media coverage through radio announcements and media releases.

Consultation

Regulatory Services officers work closely with local communities and property owners across Swan Hill Rural City Council to address fire prevention concerns.

Financial Implications

The Fire Prevention Program is funded through the recurrent budget.

Social Implications

The Fire Prevention Program ensures safety for our community.

Economic Implications

Nil

Environmental Implications

Nil

Risk Management Implications

The Fire Prevention program reduces fire risk across the Swan Hill Rural City area.

Council Plan Strategy Addressed

Built and Natural Environment - Sound policies and practices that protect and enhance our natural and built environment.

Options

Nil

Recommendation

That Council note the contents of this report.

B.15.97 MOSQUITO MONITORING PROGRAM

Responsible Officer: Director Development and Planning
File Number: S28-26-02
Attachments: Nil

Declarations of Interest: Officer

Adam McSwain - as the responsible officer, I declare that I have no disclosable interests in this matter.

Summary

This report provides an overview of the Mosquito Monitoring Program undertaken in the Swan Hill Rural City Council for the surveillance and management of Mosquitoes to protect the health of the community.

Discussion

In early 1974, an epidemic of the disease Murray Valley-encephalitis occurred throughout much of Australia resulting in 58 cases and 13 deaths. It was particularly devastating to the North West region of Victoria not only in terms of clinical cases and medical costs but a huge financial impact in relation to visitors and reduced attractiveness as a tourist destination.

The Swan Hill Region has a number of mosquito species that have been known to carry diseases such as, Murray Valley Encephalitis (MVE), Ross River Virus Disease and Dog Heartworm. In addition there are many mosquito species within the region known to be capable of carrying diseases not currently found transmitted this far south in Australia (such as Malaria).

In order to prevent the breakout of any diseases as a result of mosquitoes, Council in conjunction with the State Government have undertaken mosquito monitoring, education and control programs. The program focuses on the surveillance and control of both adult and larval mosquito populations.

The purpose of the Program is to:

- Provide public health protection
- Minimise the incidence for mosquito borne diseases within the municipality
- Maintain an early warning system for the outbreak of arboviruses
- Provide an emergency response to arbovirus outbreaks and capacity building
- Identify risk areas in relation to mosquito control
- Undertake communication and education

The program consists of:

- Surveillance: Data Collection, monitoring and surveillance of mosquito populations
- Education: Public awareness and education campaigns
- Suppression: Control mosquito populations by either chemical applications or by implementing good engineering and drainage practices

In order to identify the presence of arboviruses in the environment surveillance of sentinel chicken flocks and the trapping of mosquitoes for virus isolation and human case surveillance is undertaken.

The Sentinel Chicken Surveillance Program is based on detecting the presence of flaviruses (Murray Valley encephalitis and Kunjin viruses) across northern Victoria. The Swan Hill Rural City Council Chicken Site is located at the Robinvale Pound and each week during the season, the 20 chicken flock are bled, and the samples are tested for antibodies to these flaviviruses at the Agri-Bio Arbovirology Laboratory. This program is part of the early warning detection system for an outbreak.

The Mosquito Trapping Program focuses on the distribution of mosquito species and detection of vectors. The Swan Hill Rural City Council has four established sites that are trapped weekly during the season to develop a long term picture and provide early warnings for disease outbreak. The mosquitoes are trapped using traps baited with CO2 and a light source. The traps are set before dusk and collected after dawn the following morning. Trapped mosquitoes are packed in an esky with ice packs and are transported to the Agri-Bio Arbovirology Laboratory for mosquito species identification and virus screening.

The information gathered from the surveillance is then used to ascertain the need for, or the effectiveness of, particular control measures to continue to provide public health protection.

The past few seasons have seen very dry conditions in the Mallee region, resulting in low trapping numbers which has contributed to low disease rates. In 2012, 14 cases of Ross River Fever were detected in the municipality. This number however dramatically decreased in 2013 with only three cases notified and in 2014 with only four cases. Across the State of Victoria there has not been a case of Murray Valley-encephalitis since the original outbreak in 1974; this is attributed to the ongoing surveillance work undertaken by both the Department of Health and Human Services and Victorian Councils, including Swan Hill Rural City Council.

Consultation

Council work closely with the Department of Health and Human Services in the design and delivery of this program.

Financial Implications

The Program is funded by the Victorian Arbovirus Disease Control Program within the Department of Health and Human Services and the Swan Hill Rural City Council.

Social Implications

The program is an early detection system for arboviruses in the municipality to prevent the occurrence of disease.

Economic Implications

Nil

Environmental Implications

Nil

Risk Management Implications

The program is an early detection system for arboviruses in the municipality to prevent the occurrence of disease.

Council Plan Strategy Addressed

Community Wellbeing - Community services that are efficient and responsive to needs.

Options

Nil

Recommendations

That Council note the contents of this report.

B.15.90 AUDIT COMMITTEE REPORT

Responsible Officer: Director Corporate Services
File Number: 42-02-03
Attachments: Nil.

Declarations of Interest:

David Lenton - as the responsible officer, I declare that I have no disclosable interests in this matter.

Summary

Council's Audit Committee met on 10 December 2015 and this report summarises the items that were discussed at the meeting.

Discussion

The Audit Committee met on 10 December 2015 and as well as the usual procedural items the agenda items included:

1. Strategic Internal Audit Plan FY 2014-16
2. Corporate Credit Card Review
3. Management of Aged Care Packages Review
4. Animal Control Review
5. IT Disaster Recovery Review
6. Procurement Policy Update
7. BCP Update
8. Rates Modelling Internal Audit
9. Quarterly Report 3 months Financial Report to 30-9-15

Consultation

Not applicable.

Financial Implications

The sitting fees paid to independent members on the Audit Committees are adjusted annually by CPI. Sitting fees are included in Councils Budget.

Social Implications

Not applicable.

Economic Implications

Not applicable.

Environmental Implications

Not applicable.

Risk Management Implications

The Audit Committee helps to oversee Council's risk management practices. Internal and other audits are routinely done to reduce the risk to Council.

Council Plan Strategy Addressed

Governance and Leadership - Effective and efficient utilisation of resources.

Options

Not applicable.

Recommendation

That Council note the contents of this report.

B.15.91 2014/15 BEST VALUE REPORT - INCLUDING LOCAL GOVERNMENT PERFORMANCE REPORTING FRAMEWORK INDICATORS

Responsible Officer: Director Corporate Services
File Number: 42-49-00
Attachments: 1 2014/15 Best Value Report

Declarations of Interest:

David Lenton - as the responsible officer, I declare that I have no disclosable interests in this matter.

Summary

A requirement of the Best Value sections of the Local Government Act 1989 is the setting of Quality and Cost Standards for all Council services and annual reporting against these standards to the community. This report contains the actual performance for Council services against the quality and cost targets and LGPRF Indicators set for 2014/15.

Discussion

The Local Government Act 1989 requires Council to review its operations to ensure that the services provided to the community represent 'Best Value'.

Best Value requires that quality and cost standards be developed for each major service area. The standards assist the community in determining whether a service is effective (quality) and efficient (cost). Quality and Cost standards and targets are prepared for each major service area and reviewed on an annual basis.

With the introduction of the Local Government Performance Reporting Framework (LGPRF) and mandatory reporting indicators, officers have taken the opportunity to review and align our standards with the LGPRF and have included the results in the Best Value report.

The attached report details the actual result achieved and explanations on variations where targets have not been achieved.

Council currently reports on 146 Quality and Cost Standards across 10 service groups.

The table below provides a brief summary of achievements for the year. Details and variance explanations can be found in the attached report.

Service Group	Number of standards/indicators				Total
	Exceeded	Achieved	Not achieved	Not applicable	
Transport Services (page 3)	6	3	3	-	12
Family and Children's Services (page 5)	2	2	3	-	7
Economic Prosperity (page 7)	1	2	3	1	7
Community Care Services (page 8)	6	-	2	-	8
Community Wellbeing (page 10)	2	-	5	1	8
Waste Management (page 13)	2	-	2	-	4
Community Amenity (page 14)	5	1	3	-	9
Recreation, Culture and Leisure Services (page 16)	22	2	14	-	38
Organisational Support (page 20)	17	14	11	-	42
Governance and Leadership (page 24)	7	3	1	-	11
Total	70	27	47	2	146
Achieved in 2014/15	48%	18.5%	32%	1.5%	100%

Service Group	Number of standards/indicators			Total
	Within expected range	Outside expected range	Not applicable	
Transport Services (page 3)	3	2	-	5
Family and Children's Services (page 5)	1	3	1	5
Community Care Services (page 8)	7	-	-	7
Community Wellbeing (page 10)	12	-	-	12
Waste Management (page 13)	4	1	-	5
Recreation, Culture and Leisure Services (page 16)	7	2	1	10
Leadership and Governance (page 24)	5	-	-	5
Total	39	8	2	49
Achieved in 2014/15	79.5%	16.5%	4%	100%

Consultation

The Quality and Cost Standards and LGPRF indicators have been reviewed in consultation with the employees responsible for each service and members of the Executive Leadership Team.

Financial Implications

Not applicable for this item.

Social Implications

The performance indicators include measures relating to social outcomes.

Economic Implications

The performance indicators include measures relating to economic outcomes.

Environmental Implications

The performance indicators include measures relating to environment outcomes.

Risk Management Implications

Not applicable for this item.

Council Plan Strategy Addressed

Governance and Leadership - Effective and efficient utilisation of resources.

Options

Nil

Recommendation

That Council adopt the 2014/15 Best Value report as presented.

Swan Hill Rural City Council Best Value Report 2014/15

Quality and Cost Standards and Local Government Performance Reporting Framework Indicators

Service Group	Number of standards/indicators				Total
	Exceeded	Achieved	Not achieved	Not applicable	
Transport Services (page 3)	6	3	3	-	12
Family and Children's Services (page 5)	2	2	3	-	7
Economic Prosperity (page 7)	1	2	3	1	7
Community Care Services (page 8)	6	-	2	-	8
Community Wellbeing (page 10)	2	-	5	1	8
Waste Management (page 13)	2	-	2	-	4
Community Amenity (page 14)	5	1	3	-	9
Recreation, Culture and Leisure Services (page 16)	22	2	14	-	38
Organisational Support (page 20)	17	14	11	-	42
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Total	70	27	47	2	146
Achieved in 2014/15	48%	18.5%	32%	1.5%	100%

Service Group	Number of standards/indicators			Total
	Within expected range	Outside expected range	Not applicable	
LGPRF				
Transport Services (page 3)	3	2	-	5
Family and Children's Services (page 5)	1	3	1	5
Community Care Services (page 8)	7	-	-	7
Community Wellbeing (page 10)	12	-	-	12
Waste Management (page 13)	4	1	-	5
Recreation, Culture and Leisure Services (page 16)	7	2	1	10
Leadership and Governance (page 24)	5	-	-	5
Total	39	8	2	49
Achieved in 2014/15	79.5%	16.5%	4%	100%

Transport Services

(Report adopted by Council December 2002)

Programs included within this service group:

Footpaths

Aerodromes

Roads - sealed and unsealed

Footpaths			
Quality/Cost Standard	Target	2014/15	2013/14
Grinding metres/year	600	136 ⁽¹⁾	605
Replacement square metres/year	1,500	3,060 ⁽¹⁾	2,055
Average response time to address service requests Weeks	2	2	2
Number of service requests received that address issues on footpaths	50	48	49
Average maintenance expenditure per square metre of footpath Total cost to maintain footpaths / Total square metres of footpaths	\$2.20	\$2.03	\$2

Variance comments:

- ⁽¹⁾ A full inspection of Council's footpath network resulted in extra footpath replacement and a reduction in grinding.

Aerodromes			
Quality/Cost Standard	Target	2014/15	2013/14
Maintain Swan Hill and Robinvale aerodromes in accordance with Civil Aviation Regulation	100%	100%	90%
Cost increase in maintenance of aerodromes Cost increase in Net Operating Result does not ascend 6% to previous year.	6%	(12%) ⁽¹⁾	6%

Variance comments:

- ⁽¹⁾ The upgrade to the centre of the Aerodrome runway resulted in significant savings in maintenance costs.

Roads			
Quality/Cost Standard	Target	2014/15	2013/14
Completion of asset inspection as per the Road Management Plan	100%	100%	100%
Average response time to address service requests Weeks	3	2	2
Number of Service Requests received that address issues on roads:			
• Sealed roads	90	89	116
• Unsealed roads	100	111 ⁽¹⁾	112
Average cost to re-sheet a square metre of unsealed road Total cost of re-sheeting / Square metre of re-sheeting	\$4.20	\$4.47 ⁽²⁾	\$4
LGPRF Indicator	Target	2014/15	2013/14
Sealed local road requests Number of sealed local road requests per 100 kilometres of sealed local roads. Expected range: 0 to 200 requests.	10	6.5	10
Sealed local roads below the intervention level Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads. Expected range: 70 - 100%	97%	97%	97%
Cost of sealed local road reconstruction Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed. Expected range: \$30 - \$300.	\$30 - \$300	\$25.24	n/a
Cost of sealed local road resealing Direct cost of sealed local road resealing / Square metres of sealed local roads resealed. Expected range: \$5 - \$30.	\$5 - \$30	\$4.13	n/a
Satisfaction with sealed local roads Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads. Expected range: 50 – 100.	50	52	48

Variance comments:

- (1) The increase in unsealed roads service requests is a result of below average rainfall for 2014/15.
- (2) Average cost to re-sheet a square metre of unsealed road has increased this year due to using crushed rock on two roads. Crushed rock was used because of the shorter cartage distance however the product was more expensive.

Family and Children's Services

(Report adopted by Council September 2002)

Programs within this service:

Out Of School Hours Child Care consisting of:

- Before and After School Child Care
- Vacation Child Care
- Mobile Vacation Child Care

Preschools

Family Day Care

Maternal and Child Health

Out of School Hours Child Care			
Quality/Cost Standard	Target	2014/15	2013/14
Meet the outcomes of the funding and service agreements Including licensing, children's regs and accreditation	100%	100%	100%
Average cost to families per hour of care	\$3.87	\$3.66	\$3.69

Variance comments:

Family Day Care			
Quality/Cost Standard	Target	2014/15	2013/14
Meet the outcomes of the funding and service agreements Including licensing, children's regs and accreditation	100%	100%	100%
Average cost to families per hour of care	\$3.65	\$3.68	\$3.29

Variance comments:

Maternal and Child Health			
Quality/Cost Standard	Target	2014/15	2013/14
Percentage of children enrolled from birth notifications received	98%	100%	96%
Percentage of children attending for 3.5 - 4 year old developmental assessment	70%	66.3%	69%
Net cost to Council per consultation.	\$71.47	\$81.02 ⁽¹⁾	\$68.73
LGPRF Indicator	Target	2014/15	2013/14
Participation in first MCH home visit Number of first MCH home visits / Number of birth notifications received. Expected range: 80 - 100%	100%	103.64%	110%
Infant enrolments in MCH service Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received. Expected range: 90 - 110%	90%	100%	82%
Cost of MCH service Cost to Council of the MCH service / Hours worked by MCH nurses. Expected range: \$50 - \$200	\$50 - \$200	n/a ⁽²⁾	-
Participation in the MCH service Number of children who attend the MCH service at least once (in the year)/Number of children enrolled in the MCH service. Expected range: 80 - 100%	100%	72.27%	125%
Participation in MCH service by Aboriginal children Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service. Expected range: 80 - 100%	100%	66.77%	136%

Variance comments:

- (1) The cost of each consult to Council exceeded the target due to the varying birth rate, an increase in the complexity of families and a continuous increase in numbers of culturally and linguistically diverse families.
- (2) Not required to be reported on for the 2014/15 financial year.

Economic Prosperity Services

(Report adopted by Council February 2003)

Programs within this service:

Economic Development Unit

Swan Hill Livestock Exchange

Tower Hill Estate development

Economic Development			
Quality/Cost Standard	Target	2014/15	2013/14
Achieve population growth for the municipality	0.1%	-1.3%	-0.4%
Achieve an unemployment rate lower than the average for Rural and Regional Victoria	4%	4.8%	4%
Total number of visitors to the Swan Hill Region Information Centre	-	49,425 ⁽¹⁾	n/a

Variance comments:

⁽¹⁾ New quality standard introduced fro 2014/15.

Swan Hill Livestock Exchange			
Quality/Cost Standard	Target	2014/15	2013/14
Maintain National Saleyards Quality Assurance (NSQA) and Meat Standards Australia (MSA) accreditation	100%	100%	100%
Cost of operating the complex as a % of total sale value Net operating expenditure as a percentage of gross livestock sales (recorded in Livestock Exchange System) plus truck wash sales and agistment, less water stand pipe sales.	1.46%	0.93%	1.12%

Variance comments:

Tower Hill Estate			
Quality/Cost Standard	Target	2014/15	2013/14
Subdivide and sell lots	18	16 ⁽¹⁾	23
Subdivision and sale costs of properties within Budget targets	Yes	Yes	Yes

Variance comments:

⁽¹⁾ Stage 8 only yielded 17 lots.

Community Care Services

(Report adopted by Council February 2003)

Programs within this service:

Client assessments
 General Home, Personal and Respite Care
 Food services
 Aged Accommodation
 Senior Citizen centres

Community Care Services			
Quality/Cost Standard	Target	2014/15	2013/14
Client Needs Review of existing clients to assess appropriateness of service levels, whether service standards are being achieved and to reassess the needs of the client			
<ul style="list-style-type: none"> High needs clients Medium needs clients Low needs clients 	100% 80% 70%	88% ⁽¹⁾ 84% 86%	100% 84% 83%
Average cost per hour of service:			
<ul style="list-style-type: none"> General Home Care Personal Care Respite Care 	\$51.54 \$53.72 \$54	\$51.46 \$59.22 \$52.24	\$49.64 \$59.02 \$56.94
Average cost per meal Total cost of Food Services Program / Number of meals delivered to clients	\$12.02	\$10.66	\$10.34
Senior Citizen Centres Total cost to operate Senior Citizen Centres and related activities	\$17,480	(\$2,366) ⁽²⁾	\$14,367
LGPRF Indicator	Target	2014/15	2013/14
Time taken to commence the HACC service Number of days between the referral of a new client and commencement of HACC Service / Number of new clients who have received a HACC service. Expected range: 1 to 30 days	1 - 30	4	n/a
Compliance with Community Care Common Standards Number of Community Care Common Standards expected outcomes met / Number expected outcomes under the Community Care Common Standards. Expected range: 80 - 100%	89%	89%	89%
Cost of domestic care service Cost of the domestic care service/Hours of domestic care service delivered. Expected range: \$40 - \$60	\$49	\$51.46	\$49.21
Cost of personal care service Cost of the personal care service/Hours of personal care service delivered. Expected range: \$40 - \$60	\$53	\$59.22	\$53.79
Cost of respite care service Cost of the respite care service/Hours of respite care service delivered. Expected range: \$40 - \$60	\$56	\$52.24	\$56.94
Participation in HACC service Number of people that received a HACC service/Municipal target population for HACC services. Expected range: 10 - 40%	10% - 40%	38.18%	n/a
Participation in HACC service by Culturally and Linguistically Diverse (CALD) People Number of CALD people who receive a HACC service/Municipal target population in relation to CALD people for HACC services. Expected range: 10 - 40%	10% - 40%	18.56%	n/a

Variance comments: (see next page)

- (1) HM wait list is impacting – (with HM clients excluded there is 100% assessment rate for high needs clients)
- (2) Planned capital funds not expended in 2014/15

Community Wellbeing Services

(Report adopted by Council June 2003)

Programs within this service:

Planning

Building Department

Regulatory Services – Animal Management

Parking Control

Food safety

Planning			
Quality/Cost Standard	Target	2014/15	2013/14
Average number of days required to issue planning permits	60	65 ⁽¹⁾	60
Net cost to Council per planning permit	\$650	3,372.75 ⁽²⁾	\$631
Cost per capita to maintain currency and appropriateness of the Planning Scheme Gross cost to Council / Population of the municipality	\$18	\$30	\$18
LGPRF Indicator	Target	2014/15	2013/14
Time taken to decide planning applications The median number of days between receipt of a planning application and a decision on the application. Expected range: 20 – 200 days	25	51	25
Planning applications decided within 60 days Number of planning application decisions made within 60 days/Number of planning application decisions made. Expected range: 50 – 100%	80%	72%	80%
Cost of statutory planning service Direct cost of the statutory planning service/Number of planning applications received. Expected range: \$500 - \$5,000	\$500 - \$5,000	\$3,372.75	\$631
Planning decisions upheld at VCAT Number of VCAT decisions that did not set aside council's decision in relation to a planning application/Number of VCAT Council decisions in relation to planning applications. Expected range: 20 – 100%	80%	100%	100%

Variance comments:

- (1) A number of planning permits were delayed due to pending decisions from VCAT and waiting on further information to be supplied from applicant, as requested.
- (2) A new formula is now being used (in line with the LGPRF) to calculate cost per planning permit.

Building Department			
Quality/Cost Standard	Target	2014/15	2013/14
Average number of days required to issue building permits	16	13.7	12.8
Net cost to Council per building permit (Profit)	\$305	\$357 ⁽¹⁾	\$307

Variance comments:

⁽¹⁾ The actual number of building permits issued by Council for 2014/15 (319) were slightly up on the estimate (309). The actual cost per permit for 2014/15 (\$357) is up on the target Net Cost per permit as per the following comments:

- The building permit fee income received for 2014/15 (\$222,206) was approximately \$17,900 down on ELT estimate.
- Legal costs for 2014/15 (\$27,807) exceeded budget estimate by approximately \$19,300, due to a major ongoing prosecution matter.
- Enforcement and advice component is set to 50 per cent of operations in line with Council Plan objectives and Building Department Business Plan. This includes initiatives such as the follow up of lapsed building permits, proactive Essential Safety Measures and Swimming Pool and Spa Safety Barrier Audit programs.

Regulatory Services – Animal Management			
Quality/Cost Standard	Target	2014/15	2013/14
Average cost to Council to enforce Local Laws per registered animal	\$93.63	\$74.32	\$70.56
LGPRF Indicator	Target	2014/15	2013/14
Time taken to action animal management requests Number of days between receipt and first response action for all animal management requests / Number of animal management requests. Expected range: 1 to 10 days	1 - 10	2	n/a
Animals reclaimed Number of animals reclaimed / Number of animals collected. Expected range: 40 – 90%	70%	59%	70%
Cost of animal management service Direct cost of the animal management service/Number of registered animals. Expected range: \$10 - \$60	\$35	\$55.39	\$35.93
Animal management prosecutions Number of successful animal management prosecutions. Expected range: 0 to 50 prosecutions	0 - 50	0	n/a

Variance comments:

Parking Control			
Quality/Cost Standard	Target	2014/15	2013/14
Hours ticket machines are not functional	-	6.8% ⁽¹⁾	n/a
Net operating cost to Council per restricted car park space per annum Restricted car parks consist of all parks excluding those privately owned.	(\$120)	(\$32.79) ⁽²⁾	\$22.52

Variance comments:

- (1) New quality standard introduced for 2014/15.
- (2) Net operating cost per car parking space target not met due to expenditure being more than anticipated, asset depreciation and licensing for parking meter software not budgeted for.

Food Safety			
LGPRF Indicator	Target	2014/15	2013/14
Time taken to action food complaints Number of days between receipt and first response action for all food complaints / Number of food complaints. Expected range: 1 to 10 days	1 - 10	2	n/a
Food safety assessments Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the Food Act 1984/Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the Food Act 1984. Expected range: 60 – 100%	80%	92%	80%
Cost of food safety service Direct cost of the food safety service/Number of food premises registered or notified in accordance with the Food Act 1984. Expected range: \$500 - \$1,200	\$950	\$809.12	\$951
Critical and major non-compliance notifications Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises. Expected range: 70 – 100%	85%	86.11%	85%

Variance comments:

Waste Management Services

(Report adopted by Council June 2003)

Programs within this service:

Kerbside collection service

Landfills

Waste Collection			
Quality/Cost Standard	Target	2014/15	2013/14
Cost per bin collection per household (from contract) Target - Budgeted cost of the kerbside collection service / anticipated services. Actual - Cost of the actual kerbside collection service / Average services number (from December payment)	\$98.22	\$100.87	\$85.84
LGPRF Indicator	Target	2014/15	2013/14
Kerbside bin collection requests Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households x 1000. Expected range: 20 to 200 requests	20	19.21	7
Kerbside collection bins missed Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts x 10,000. Expected range: 1 – 100 bins	12	5.1	12
Cost of kerbside garbage bin collection service Direct cost of the kerbside garbage bin collection service/Number of kerbside garbage collection bins Expected range: \$20 - \$200	\$50	\$53.52	\$48
Cost of kerbside recyclables bin collection service Direct cost of the kerbside recyclables bin collection service/Number of kerbside recyclables collection bins Expected range: \$10 - \$100	\$10 - \$100	\$26.85 ⁽¹⁾	\$9
Kerbside collection waste diverted from landfill Weight of recyclables and green organics collected from kerbside bins/Weight of garbage, recyclables and green organics collected from kerbside bins. Expected range: 20 – 80%	32%	34.44%	32%

Variance comments:

⁽¹⁾ 2013/14 result was based on quarterly reporting trial data.

Landfill			
Quality/Cost Standard	Target	2014/15	2013/14
Net cost per capita of waste deposited at Swan Hill landfill sites	\$25.33	\$24.66	\$26.25
Net cost per capita of waste deposited at Robinvale landfill sites	\$55.49	\$57.11	\$50.48
Net cost per capita to maintain rural landfill sites	\$13.91	\$11.73	\$13.66
*Net cost per capita = Budgeted contract cost OR actual contract cost / Population served			

Variance comments:

Community Amenity

(Report adopted by Council June 2004)

Programs within this service:

Environmental Standards

Street Beautification

Public Lighting

Environmental Standards			
Quality/Cost Standard	Target	2014/15	2013/14
Maintain potable water consumption below 2011/12 levels for parks and gardens annually Source: 2012 - 2016 Sustainable Water Use Plan	37,000kL	43,311kL ⁽¹⁾	37,829kL
Maintain current power usage in Council's 8 highest energy use buildings: <ul style="list-style-type: none"> • Kilowatts • Greenhouse gas emissions 	1.07M kWh 1,262T	1.067kWh 1,259T	1.03M kWh 1,215T
Total cost to Council for stationary energy of Council owned infrastructure Including street lighting	\$674,950	\$633,065	\$673,560

Variance comments:

- (1) Use of potable water on Parks and Gardens was higher due to continuing low winter rainfall and the need to ensure vegetation remained alive.

Street Beautification			
Quality/Cost Standard	Target	2014/15	2013/14
The number of changeovers to water wise medians and gardens developed throughout the municipality	4	4	4
Number of community street tree theme consultations Minimum of two annually	2	0 ⁽¹⁾	0
Cost to Council to maintain garden beds and grass in public areas per hectare of grass maintained	\$59,500	\$57,110	\$61,200

Variance comments:

- (1) With the loss of trees during the drought there hasn't been any need for community street tree theme consultations.

Public Lighting			
Quality/Cost Standard	Target	2014/15	2013/14
Net increase in number of streetlights to existing network per year New light and pole assembly	3	0 ⁽¹⁾	4
Cost to Council for public lighting per streetlight Electricity costs are increasing and it is expected they will continue to increase over coming years	\$113.69	\$108.54	\$123.50

Variance comments:

- ⁽¹⁾ Funds were spent on upgrading the Campbell Street pedestrian crossing traffic lights, to bring them in line with VicRoads works.

Recreation, Culture and Leisure Services

(Report adopted by Council June 2004)

Programs within this service:

Art Gallery

Performing Arts

Pioneer Settlement

Library

Community Centres and Swan Hill Town Hall PACC

Parks, Gardens, Recreation Reserves and Other Sporting Facilities

Indoor Sports Facilities and Swimming Pools

Art Gallery			
Quality/Cost Standard	Target	2014/15	2013/14
Number of visitors to the Art Gallery per annum	11,000	10,093	10,354
Number of exhibitions	25	23	25
Number of events other than exhibitions Concerts, conferences, functions etc	30	36	41
Net cost to Council to operate the Gallery per visitor	\$26.14	\$27.60	\$23.92

Variance comments:

Performing Arts			
Quality/Cost Standard	Target	2014/15	2013/14
Number of people attending performing arts events per annum	3,000	5,130	2,456
Net cost to Council to operate the performing arts program per patron Final net cost for year / Number of attendees	\$61.95	\$39.96	\$69.05

Variance comments:

Pioneer Settlement			
Quality/Cost Standard	Target	2014/15	2013/14
Number of visitors to the Pioneer Settlement per annum	87,550	76,397 ⁽¹⁾	89,029
Net cost to Council to operate the Pioneer Settlement Museum per visitor	\$9.20	\$13.08 ⁽¹⁾	\$9.20

Variance comments:

- ⁽¹⁾ Result reflects general down turn in tourism throughout the region. The average visitation is down 16 per cent, and the sound and light show is down 30 per cent. The lower visitation numbers has also resulted in a higher cost per visitor. This highlights the need to upgrade the Pioneer Settlement experience through key projects such as Heartbeat of the Murray.

Libraries			
Quality/Cost Standard	Target	2014/15	2013/14
Visits to service points Includes Swan Hill and Mobile Library. Does not include Wakool Council library branches	94,200	89,745	94,219
Number of special events held in Library	15	25	28
Net cost to Council per visit Actual net cost / Number of visits to service points	\$8.60	\$8.61	\$8.21
LGPRF Indicator	Target	2014/15	2013/14
Library collection usage Number of library collection item loans / Number of library collection items. Expected range: 1 to 10 items	2	2.19	2
Standard of library collection Number of library collection items purchased in the last 5 years / Number of library collection items. Expected range: 50 – 100%	40%	41.65%	37%
Cost of library service Direct cost to Council of the library service / Number of visits Expected range: \$3 - \$20	\$6	\$7.33	\$6
Active library members Number of active library members/Municipal population Expected range: 10 – 50%	33%	22.54%	33%

Variance comments:

Community Centres and Swan Hill Town Hall PACC			
Quality/Cost Standard	Target	2014/15	2013/14
Number of times the community centre/facility is used by the community each year:			
• Manangatang	150	255	177
• Nyah	100	208	124
• Lake Boga	100	132	137
• Robinvale	180	196	202
• Swan Hill Town Hall PACC	250	276	214
Number of people attending events, functions or performances at the Swan Hill Town Hall PACC	18,000	17,901	16,247
Net operating cost to Council per usage of the facility:			
• Manangatang	\$250	\$51.33	\$272.85
• Nyah	\$400	\$168.82	\$322.19
• Lake Boga	\$250	\$196.79	\$262.77
• Robinvale	\$600	\$406.61	\$495.92
• Swan Hill Town Hall PACC	\$1,054	\$1,050	\$1,234.66
Net operating cost to Council per person using the Swan Hill Town Hall PACC Actual net cost / Number of people attending	\$14.65	\$16.20	\$16.26

Variance comments:

Parks, Gardens, Recreation Reserves and Other Sporting Facilities			
Quality/Cost Standard	Target	2014/15	2013/14
Maintain grass height between 25 – 60 mm	100%	100%	100%
Net operating cost per hectare:			
• Parks and gardens	\$13,000	\$12,540	\$13,000
• Recreation reserves	\$12,500	\$11,340	\$11,800

Variance comments:

Indoor Sports Facilities and Swimming Pools			
Quality/Cost Standard	Target	2014/15	2013/14
Number of visitors/users of the indoor sports facilities/swimming pools:			
• Swan Hill Leisure Centre and Indoor Pool	77,500	82,207	76,121
• Swan Hill Indoor Sport and Recreation Centre	36,500	36,020	35,192
• Robinvale Leisure Centre and Pool	20,500	20,331	19,305
Number of visitors/users of outdoor swimming pools:			
• Swan Hill Outdoor Pool	20,000	16,771 ⁽¹⁾	19,234
• Nyah Pool	9,000	8,582 ⁽²⁾	9,547
• Manangatang Pool	7,000	8,449	5,843
Net cost to Council per visitor to operate indoor facilities:			
• Swan Hill Leisure Centre and Indoor Pool	\$6.20	\$5.47	\$5.90
• Swan Hill Indoor Sport and Recreation Centre	\$0.90	\$0.90	\$0.56
• Robinvale Leisure Centre and Pool	\$10.30	\$10.21	\$10.30
Net Operating expenditure / Number of visitors/users			
Net cost to Council per visitor to operate outdoor pools:			
• Swan Hill Outdoor Pool	\$10.80	\$11.79 ⁽¹⁾	\$16.04
• Nyah Pool	\$6.89	\$6.28	\$4.68
• Manangatang Pool	\$9.57	\$5.98	\$7.84
Net Operating expenditure / Number of visitors/users			
LGPRF Indicator	Target	2014/15	2013/14
User satisfaction with aquatic facilities (optional) User satisfaction with how council has performed on provision of aquatic facilities. Expected range: 0 to 100	-	-	-
Health inspections of aquatic facilities Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities. Expected range: 1 – 4	1	1.6	1
Reportable safety incidents at aquatic facilities Total number of WorkSafe reportable aquatic facility safety incidents Expected range: 0 to 20 incidents	0	0	0
Cost of indoor aquatic facilities Direct cost of indoor aquatic facilities less income received / Number of visits to indoor aquatic facilities. Expected range: -\$10 - \$10	\$6.20	\$15.81 ⁽³⁾	\$5.90
Cost of outdoor aquatic facilities Direct cost of outdoor aquatic facilities less income received / Number of visits to outdoor aquatic facilities. Expected range: \$5 - \$50	\$5 - \$50	\$7.80	n/a
Utilisation of aquatic facilities Number of visits to aquatic facilities / Municipal population Expected range: 1 to 10 visits	4	3.9	3.7

Variance comments:

- (1) A power outage in February saw the pool closed for 2 days, as well as a further 2 days due to inclement weather. March temperatures were unseasonably low resulting in lower patronage. Pool closed slightly earlier in March due to the low temperatures. The lower visitor numbers has resulted in a higher cost per visit.
- (2) The Nyah Pool Committee installed new heater system at pool which wasn't fully operational until end of season, resulting in lower numbers at the start and end of season.

- ⁽³⁾ This indicator was previously calculated using the total number of visits to indoor facilities. We have since been able to separate pool use only visits, and have used this in our calculations.

Organisational Support

(Report adopted by Council June 2004)

Programs within this service:

Customer Service Revenue Control
 Robinvale Resource Centre
 Information Management
 Information Technology Services
 Finance Services
 Asset Management
 Human Resources
 Commercial Services and Risk Management
 Plant and Fleet Management

Customer Service Revenue Control and Robinvale Resource Centre

Quality/Cost Standard	Target	2014/15	2013/14
Rate debtor collections as a percentage of Total Rate Income	96%	95.24% ⁽¹⁾	96.25%
Cost of providing Customer Service and Revenue Control Services Net Customer Services and Revenue Control Program Costs / Total Council Operating Expenditure	1.53%	1.14%	1.6%
Cost of providing customer services from the Robinvale Resource Centre per head of population Net Robinvale Resource Centre Program Costs / Population of Robinvale and surrounding district	\$57.18	\$54.98	\$52.99

Variance comments:

- ⁽¹⁾ Rate Debtor Collections are marginally down by 0.76% primarily due to a series of reasonably large debtors experiencing long term difficulties. A number of these debtors will be considered as part of the imminent Rate Recovery Sale process in 2015/16.

Information Management

Quality/Cost Standard	Target	2014/15	2013/14
⁽¹⁾ Service meets agreed timeframes for incoming correspondence registration: <ul style="list-style-type: none"> • 3.40pm Monday • 2.20pm Tuesday – Friday 	Yes Yes	No ⁽¹⁾ No ⁽¹⁾	Yes Yes
⁽²⁾ Cost of service as a percentage of total operating expenses. ⁽³⁾ Information Management Program / Total Operating Expenditure	<0.89%	0.85%	0.70%

Variance comments:

- ⁽¹⁾ Implementation of the new Alfresco Records Management software adversely impacted on response times during the bedding in period.

Information Technology Services			
Quality/Cost Standard	Target	2014/15	2013/14
Authority System available	98%	98%	98%
Network Services available	98%	99%	98%
Internet Services available	98%	98%	99%
Cost of providing IT services as a percentage of total operating expenses IT program (bottom line 3345) / Total operating expenditure	<2.5%	2.4%	2.25%
Cost of IT services per connected user IT program (bottom line 3345) / Number of personal computers supported	\$3,600	\$3,600	\$3,600

Variance comments:

Finance Services			
Quality/Cost Standard	Target	2014/15	2013/14
(4) Meet all statutory reporting obligations: <ul style="list-style-type: none"> Annual Report Business Plan and Annual Budget Victoria Grants and Commission Return Local Government Sector Borrowings Surveys Taxation (PAYG, GST and FBT) 	Yes Yes Yes Yes Yes	Yes Yes Yes Yes Yes	Yes Yes Yes Yes Yes
(5) Cost of providing financial services as a percentage of Total Council Operating Expenses Finance Program Costs (Bottom Line P3340) / Total Operating Expenditure (excluding depreciation)	<1.89%	1.86%	1.68%

Variance comments:

Asset Management			
Quality/Cost Standard	Target	2014/15	2013/14
(6) National Asset Management Framework scorecard that allocates a score depending on the policies and processes in place:			
<ul style="list-style-type: none"> • Strategic Planning • Annual Budget • Annual Report • Asset Management Policy • Asset Management Strategy • Asset Management Plans • Governance and Management • Levels of Service • Data and Systems • Skills and Processes • Evaluation 	85 100 95 90 100 75 60 60 80 65 60	88 100 95 85 ⁽¹⁾ 100 70 ⁽¹⁾ 50 ⁽¹⁾ 44 ⁽¹⁾ 78 ⁽¹⁾ 60 ⁽¹⁾ 42 ⁽¹⁾	83 100 95 85 100 70 50 44 75 58 42
DPCP survey sustainability index: Budget allocated to maintenance and renewal / Expenditure required for maintenance and renewal	0.90	0.83	0.79
Cost index: Full Cost of provision of the service / Total replacement value of assets managed. Total Operating Expenditure (Budget) / Total replacement cost all assets (Annual Report)	0.0009	0.00083	0.00097

Variance comments:

- (1) The Assets Co-ordinator position was vacant for a considerable period. The position has since been filled and mandatory reporting program has been resumed.

Human Resources			
Quality/Cost Standard	Target	2014/15	2013/14
Number of staff issues referred to Fair Work Australia	Nil	Nil	1
Number of organisational training hours provided per EFT	7 hours	11.4 hours	5.44 hours
Cost of providing Human Resource Services as a per cent of total operating expenses	1.35%	1.0%	0.9%

Variance comments:

Commercial Services and Risk Management			
Quality/Cost Standard	Target	2014/15	2013/14
⁽⁷⁾ All tendering and acquisitions undertaken by Commercial Services is done in accordance with adopted Council policy.	Yes	Yes	Yes
Risk mitigation for Property Hazard Management Assessments as per Council's insurers Conducted bi-annually	82%	82%	n/a
Cost of providing commercial services as a percentage of Total Council Operating Expenses. Total cost of Program (less Insurance Premiums) / Total operating cost of Council	<1.3%	1.2%	1.1%
Risk Management - WorkCover (EFT to premiums)	\$2,640	\$3,319	\$1,975
Risk Management – Property (Value of property v Premium)	\$0.0026	\$0.0019	\$0.0024
Risk Management – Registered Motor Vehicles Unit cost	\$600	\$550	\$622

Variance comments:

Plant and Fleet Management			
Quality/Cost Standard	Target	2014/15	2013/14
⁽⁸⁾ Percentage of occasions actual service times on all major plant and vehicle items meet manufacturers set standard time	90%	89.17%	87.3%
Average cost of scheduled services for passenger and light commercial vehicles Total service costs (excluding oils and parts) divided by total number of services as recorded in Fleet Management Services	\$124	\$119.65	\$121
Average cost of scheduled services for major plant items Total service costs (excluding oils and parts) divided by total number of services as recorded in Fleet Management Services	\$218	\$184.87	\$205

Variance comments:

Governance and Leadership

(Report adopted by Council May 2005)

Programs within this service:

Elected Members

Community Development

Corporate Governance

Media and Events

Elected Members			
Quality/Cost Standard	Target	2014/15	2013/14
⁽⁹⁾ Community satisfaction with Council's advocacy role per annual Local Government Survey	53	53	51
Community satisfaction rating for overall performance generally of Council as per Local Government Community Satisfaction Survey	55	59	53
Program cost as a percentage of operating budget Program cost: Total operating expenditure calculated on a Rates determination basis	<2.39%	2.29%	2.07%

Variance comments:

Community Development			
Quality/Cost Standard	Target	2014/15	2013/14
⁽¹⁰⁾ Government and other funding attracted during the year to supplement community and Council activities	\$800,000	\$1,148,440	\$850,773
Number of actions implemented out of community plans At least one action per plan	30	32	31
Net program cost as a percentage of operating budget Net program cost: Total operating expenditure less revenue / Rates determination statement net operating result	<1%	1%	<1%

Variance comments:

Corporate Governance			
Quality/Cost Standard	Target	2014/15	2013/14
Program cost as a percentage of operating budget Program cost: Total operating expenditure calculated on a Rates determination basis	<2.78%	2.81%	2.35%
LGPRF Indicator	Target	2014/15	2013/14
Council decisions made at Council Meetings closed to the Public Number of Council resolutions made at an ordinary or special meeting of Council, consisting only of Councillors, closed to the public / Number of Council resolutions made at an ordinary or special meeting of Council, consisting only of Councillors Expected range: 0 – 25%	5%	6.5%	5%
Satisfaction with community consultation and engagement Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement Expected range: 50 – 100%	55	54	55
Councillor attendance at Council Meetings Sum of number of Councillors who attended each ordinary and special council meeting / (Number of ordinary and special council meetings) x (Number of Councillors elected at last Council general election. Expected range: 80 – 100%	94%	95%	94%
Cost of Governance Direct cost of Governance service / Number of Councillors elected at last Council general election. Expected range: \$10,000 - \$100,000	\$31,000	\$40,372	\$30,183
Satisfaction with Council decisions Community satisfaction rating out of 100 with the performance of Council in making decisions in the interest of the community Expected range: 50 – 100%	48	51	46

Variance comments:

Media and Events			
Quality/Cost Standard	Target	2014/15	2013/14
(11) Number of media releases distributed annually	140	147	132
Number of social media post annually	110	155	n/a
Production and distribution of Council's Community Newsletter Three times per year	3	3	3
Cost of providing media and events unit services As a percentage of total Council operating expenses	<0.8%	0.38%	0.59%

Variance comments:

B.15.92 FINANCIAL HARDSHIP POLICY REVIEW

Responsible Officer: Director Corporate Services
File Number: S29-25
Attachments: 1 Financial Hardship Policy

Declarations of Interest:

David Lenton - as the responsible officer, I declare that I have no disclosable interests in this matter.

Summary

The Financial Hardship Policy is presented for the approval of Council. The policy outlines the principles for Council employees to follow when addressing financial hardship applications.

Discussion

Council has a range of policies that guide how Council operates to deliver services and its dealings with the community. This policy was presented, as a new policy, to Council in November 2014.

This policy will provide a framework for dealing with any customer who may find themselves in genuine financial hardship, thereby reducing the need to use formal legal proceedings to collect debts.

The policy provides a clear set of guidelines for Council employees to follow when administering an application for financial hardship.

Most importantly, the policy will aid those Council customers approved for assistance under the policy.

Since implementation of the policy in November 2014, Council has received three applications for financial hardship. One applicant has subsequently paid in full and the remaining two have been part paid. Repayments by these two applicants continue.

The policy should be read in conjunction with the Debt Collection Policy.

Consultation

The Municipal Authority of Victoria, the Revenue Management Association of Victoria, revenue staff of most Councils in north and central Victoria, the Consumer Action Law Centre, Financial Counselling Australia, Mallee Family Care and Rural Financial Counselling Services – Murray Mallee Region have previously provided input via consultation on this policy.

All members of the Executive Leadership Team have reviewed the policy.

Financial Implications

There is a possibility of minor negative financial implications from this policy.

Social Implications

The policy provides a clear and transparent set of guidelines for when Council employees are dealing with customers in financial hardship.

Economic Implications

Not applicable for this item.

Environmental Implications

Not applicable for this item.

Risk Management Implications

Acknowledges the minor risk of not collecting an entire outstanding debt.

Council Plan Strategy Addressed

Governance and Leadership - Positive community engagement and inclusiveness.

Options

Council may approve the policy as recommended or make changes.

Recommendation

That Council adopt the Financial Hardship Policy as presented.

POLICY TITLE FINANCIAL HARDSHIP POLICY

POLICY NUMBER POL/CORP234

PURPOSE

This policy provides a set of guidelines for the treatment of those customers whom are experiencing genuine financial hardship or are clearly having difficulty in meeting their financial obligations to Council.

SCOPE

This policy applies to Council employees whom have responsibility to consider applications for financial hardship.

POLICY

Council will consider all applications for Financial Hardship in a respectful, compassionate, fair, sensitive and confidential manner. Criteria for genuine financial hardship or a customer clearly experiencing difficulty in meeting their financial obligations to Council, is detailed in the Financial Hardship Procedure-PRO/CORP234

Decisions made on applications are subject to review by the Chief Executive Officer.

Where appropriate Council will refer customers to relevant counselling services for assistance.

RELATED POLICIES/DOCUMENTS

Debt Collection Policy- POL/CORP204

RELATED LEGISLATION

Local Government Act 1989

ATTACHMENTS

- Financial Hardship Application Form
- Financial Hardship Application - Appeal Form

Signed: _____ **Mayor** **Date:** _____

PROCEDURE TITLE FINANCIAL HARDSHIP PROCEDURE

PROCEDURE NUMBER PRO/CORP234

ENABLING POLICY/DIRECTIVE

FINANCIAL HARDSHIP POLICY- POL/CORP234

ENABLING LEGISLATION

Local Government Act 1989

PURPOSE

Provide a broad definition for genuine financial hardship.

Stipulate the processes to be followed in actioning applications for Financial Hardship.

SCOPE

This procedure applies to all Council employees whom may receive applications for financial hardship.

OBJECTIVES

- Provide assistance to customers, experiencing genuine financial hardship.
- Provide clearly defined guidelines for Council employees to effectively and consistently manage customer financial hardship applications.
- Detail a framework of available assistance options for financial hardship applications.

PROCEDURE**Employee Responsibilities**

Employee responsibilities in Council's Debt Collection Policy and Procedure also apply to this procedure.

In addition, when assessing Financial Hardship Applications, employees must be extremely aware of the probable financial, emotional, physical or psychological difficulties that the Council client may be experiencing.

Definition of Financial Hardship

A Council customer is regarded to be in financial hardship if their intention is to pay their Council debt but they do not have the financial capacity to make the payment(s) within the timeframe specified by Council.

The assessment may be made by Council employees, but will usually be supported by advice from an independent financial counsellor (e.g. Mallee Family Care).

Financial Hardship may arise as a result of unemployment, ill health, separation, a family death, serious accident, substance abuse, gambling addiction, sudden income reduction, substantial unexpected expenses etc.

Management of Applications

All Financial Hardship applications, whether referred from a Council employee or an independent financial counsellor, are assessed in the first instance, by the relevant program manager and approved by the relevant Director. The assessment of the application should be actioned within 14 days of receipt. The result of the application is to be conveyed in writing to the applicant and the Customer Services and Revenue Co-ordinator.

The written response is to detail the appeal provision to the Chief Executive Officer. Determination of any appeal also needs to be actioned within 14 days of receipt. (Examples of the Hardship Application and Appeal document are provided as Attachments A & B).

Rates and Special Charges Scheme Debts

It is anticipated that financial hardship assistance will only be granted to individuals on their primary residence however, specific circumstances may arise where additional assistance is considered (i.e. flooding of farm land).

Types of assistance availableExisting Payment Arrangements

Renegotiate the amount, incidence or length of existing instalment arrangements. Interest amounts, if applicable, would continue to accrue.

Interest Reduction

Penalty interest on outstanding rate amounts is set by the Penalty Interest Act 1983. Interest on Special Rates and Charges and Loan/Lease Agreements are set at the time of raising these charges. No interest is charged on sundry debtors accounts.

Provide interest amount reductions, either in part or in full, for interest amounts raised.

Provide for an agreed interest free period until payment is made.

Assistance for interest reduction would have regard to the demonstrated efforts of the ratepayer to meet past and current payment obligations. Assistance may be granted for short or long term cases.

Deferral of Payment

An account may be placed on hold for a set or indefinite period. This option would generally apply to long term cases of extreme financial hardship. There would need to be demonstrated long term issues which may affect the customer's ability to meet current and future commitments.

Any deferred payments are to be reviewed on a quarterly basis.

Waiver of Account

Section 117A of the Local Government Act 1989 allows Council to waive, in part, or in whole any rate or charge, or any interest imposed for late payment. For all other accounts, the waiver is authorised as per Council's Debt Collection Policy.

This provision is generally only used in circumstances of dire financial hardship, or where a commercial decision is made not to pursue a debt.

Formal Debt Collection Action

Formal debt collection actions are to be suspended during the financial hardship application and approval periods.

External Referral Services

Council employees are able to direct ratepayers to online information services.

The Consumer Action Law Centre (www.consumeraction.org.au) is a not for profit provider of phone based financial counselling services. The financial counselling hotline can be reached on 1800 007 007. This free hotline is open from 09.30am to 4.00pm, Monday to Friday. The centre can also direct callers to their closest local in-person service.

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

Mallee Family Care, 229-235 Beveridge Street, Swan Hill, VIC, 3585, 5032 4946, provide a telephone financial hardship counselling service with their Mildura Office. Personal visitations may be arranged in Swan Hill depending on client requirements.

Rural Financial Counselling Service, Murray Mallee Region, 332-336 Campbell Street, Swan Hill, VIC, 3585, 5032 2562, provide a personal contact financial hardship counselling service which is available on appointment.

RELATED POLICIES/DOCUMENTS

Debt Collection Policy- POL/CORP204

Signed: _____

CEO

Date: _____



**SWAN HILL RURAL CITY COUNCIL
Financial Hardship Application Form**

1. Applicant Details

Name(s): _____
 Mailing address: _____

 Date(s) of Birth: ____/____/____ ____/____/____
 Telephone contact: Home _____ Work: _____
 Mobile: _____
 Occupation: _____
 Employer: _____
 Employer address: _____
 _____ Postcode: _____
 Marital status: single married de facto separated
 Dependents: dependent wife/husband/de facto (# of) dependent children
neither
 Concession card holder: Yes No
 Card type (if applicable): _____
 Card number: _____
 Card expiry: _____

2. Property details (if applicable):

Assessment number: _____
 Property address: _____
 Property description: Lot No(s): _____
 Plan No(s): _____
 Crown Allotment(s): _____
 Section(s): _____
 Town/Parish: _____

3. Debt details

Total amount of debt: \$ _____
 Period of debt: ____/____/____ to ____/____/____
 Type of debt (please tick):
 Rates, Garbage Charge and Fire Service Levy
 Special Rate and Charges Scheme
 Community Care Services (Home Help)
 Family Day Care
 Loan/Lease Agreement
 Other Sundry Debtor Account

4. Financial Details

Annual Income Details			
Income (net)	Self \$	Spouse/De facto \$	TOTAL \$
<input type="checkbox"/> wage/salary <input type="checkbox"/> benefit			
Income in bank/other financial institution			
Income from investments			
Other income			
Money owed to you			
TOTAL INCOME (A):			

Annual Expenditure Details			
Expenditure	Self \$	Spouse/De facto \$	TOTAL \$
Rent/board			
Mortgage repayments			
Maintenance for dependents			
Food			
Utilities			
Telephone			
Water			
Insurances			
Motor vehicle payments/expenses			
Other debts (provide details)			
TOTAL INCOME (B):			

Assets: my assets and liabilities are as follows:	\$
Current bank balance	
Shares	
House or other property (please provide addresses) _____	

Life assurance/superannuation policies	
Motor vehicle (car, utility, motorcycle, truck, etc)	
Year: _____ Make: _____ Model: _____	
TOTAL ASSET VALUE (C):	

Liabilities	\$
Mortgage	
Credit cards/other loans	
Other	
TOTAL LIABILITIES (D):	

Financial Position	\$
Income (A)	
Expenditure (B)	
Assets (C)	
Liabilities (D)	
TOTAL (A+C-B-D):	

5. Reasons and additional information
<p>(a) Please list all reasons for the request for financial hardship consideration:</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p>
<p>(b) Please detail any other pertinent information relevant to your application:</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p>
<p>(c) Please attach any other relevant information to this application that you feel may support your application. (e.g. Financial statements, bank records, taxation returns etc)</p>

6. Signature

• SIGN AND DATE HERE:	
•	
•	I declare that the above information and disclosures are true and correct and declare the same through the attached Statutory Declaration (Attachment C).
•	<input style="width: 40%; height: 20px;" type="text"/>
•	<input style="width: 15%; height: 20px;" type="text"/>
•	<i>Applicant signature(s)</i> <i>Date</i>

<i>(Council office use only):</i>		<i>Application No: _____/20____</i>	
7. Application Assessment:			
(a) Financial Assessment			
.....			
.....			
.....			
.....			
.....			
.....			
(b) Type of assistance to be considered:			
.....			
.....			
.....			
.....			
.....			
(c) Recommendation:			
.....			
.....			
.....			
.....			
.....			
Signed:		Date:/...../.....	
Customer Services and Revenue Co-ordinator			
(d) Recommendation Approved/Not approved/Amended to:			
.....			
.....			
.....			
Signed:		Date:/...../.....	
Director Corporate Services			

• Sign and date here	
•	
• <input type="text"/>	<input type="text"/>
• <i>Appellant signature</i>	<i>Date</i>
•	
• <input type="text"/>	<input type="text"/>
• <i>Appellant signature</i>	<i>Date</i>

(Council use only)	
Determination of appeal:	
Reasons for determination:	
Signed: Chief Executive Officer	Date:/...../.....

State of Victoria

Statutory Declaration

I, _____
[full name]

of _____
[address]

_____, do solemnly and sincerely declare that:-
[occupation]

I acknowledge that this declaration is true and correct, and I make it with the understanding and

Declared at _____

this _____ day of _____ 20_____

.....
Signature of person making this declaration
[to be signed in front of an authorised witness]

Before me,

.....
Signature of Authorised Witness

The authorised witness must print or stamp his or her name, address and title under section 107A of the *Evidence (Miscellaneous Provisions) Act 1958* (as of 1 January 2010), (previously *Evidence Act 1958*), (eg. Justice of the Peace, Pharmacist, Police Officer, Court Registrar, Bank Manager, Medical Practitioner, Dentist)

B.15.93 2016/17 TO 2025/26 MAJOR PROJECTS PLAN

Responsible Officer: Director Corporate Services
File Number: S15-06-04
Attachments: Nil

Declarations of Interest: Officer

David Lenton - as the responsible officer, I declare that I have no disclosable interests in this matter.

Summary

A Major Projects Plan covering the financial years 2016/17 to 2025/26 has been prepared and is being presented for Council adoption.

Discussion

The 2016/17 to 2025/26 Major Projects Plan includes projects covering the entire municipality as well as ongoing programs of works to replace and maintain key infrastructure such as roads.

Continued development of the Swan Hill Riverfront remains as a key aspect of the Plan. Works in and around Robinvale over the next ten years include establishing a Public Library, Town Levee banks, Bromley Road beautification, drainage improvements, a World War 1 interpretative walk and Robinvale Caravan Park works.

Community planning funding includes projects across all the smaller townships in the Municipality. The plan allocates \$44 million in capital funding for roads over ten years including a once off boost to Roads to Recovery funding in 2015/16 of \$2.3 million. This funding is in addition to ongoing maintenance expenditure.

Priorities within the plan have been assessed on a number of factors, including whether the project maintains existing service levels, or increases them, statutory or regulatory imperatives, compliance with existing Council plans and strategies, the availability of external funding sources to help cover the cost of each project and the expected overall ability of Council to fund the items within the plan, based on the current Long-Term Financial Plan.

The final list of projects submitted for the 2016/17 year will be subject to the financial constraints determined through the 2016/17 budget process. Projects in future years will be similarly constrained. In addition, it is possible that some of the projects may change priority in the future due to a number of factors including availability of external funding, community demand, legislative changes etc.

Consultation

Council regularly receives suggestions, both formally and informally, for items to be considered for funding. Many of the projects in the plan have been subject to a specific consultation and/or community planning process.

Financial Implications

Given funding constraints, it is inevitable that many worthwhile projects cannot be included in the Plan. Several projects are included on the basis that the required external funding will be forthcoming. These projects will not proceed otherwise.

Social Implications

Various projects within the plan will assist Council in improving community wellbeing.

Economic Implications

As well as the direct economic benefit from project expenditure within the Municipality many of the projects will assist business through better transport links or increased tourist visitation.

Environmental Implications

Many of the projects within the plan will improve environmental outcomes through improved drainage systems, reduced green-house gas emissions or improved landfill operations.

Risk Management Implications

The Risk Management implications for each project are assessed individually as part of the project scope.

Council Plan Strategy Addressed

Governance and Leadership - Effective and efficient utilisation of resources.

Options

1. These were considered during the review of the draft plan.

Recommendations

That Council:

1. **Adopt the Major Projects Plan as presented.**
2. **Refer the projects identified for the financial year 2016/17 to the budget process.**

B.15.94 PROCUREMENT POLICY

Responsible Officer: Director Corporate Services
File Number: 69-12-99
Attachments: 1 Procurement Policy & Procedure

Declarations of Interest:

David Lenton - as the responsible officer, I declare that I have no disclosable interests in this matter.

Summary

Council has a range of policies that guide how Council operates to deliver services and its dealings with the community. These policies are periodically reviewed to ensure that they are still applicable.

Council is required to review its procurement policy annually.

The Procurement policy details the guidelines for procurement of goods, services and works.

Discussion

The Procurement policy is presented for the approval of Council. The review process has resulted in the following changes:

Procurement Policy and Procedure

- Best value procurement defined and consideration to local benefit effect included into Policy.
- Quotation definition amended to "At least 3 quotations should be invited"
- Tender definition amended to include electronic tenders
- Procurement levels \$1 to \$10,001 amended to "Quotations are to be recorded via the Purchasing requisitions module of the Authority system".
- Procurement levels \$75,001 to \$130,000 Goods & Services and \$75,001 to \$180,000 amended to include "Security undertakings"
- Paragraph 22 Prequalified suppliers amended to reflect current processes (maintenance of suppliers register).
- Sustainability section moved to align with Local benefit effect statement.

Consultation

All members of the Executive Leadership Team, Organisational Development Manager and Commercial Services Coordinator have reviewed the policy.

The documents were also reviewed at a Councillor Assembly resulting in some minor changes that are reflected in the Directives and Procedures.

Financial Implications

The Policy will ensure Council achieves best value for money throughout its Procurement practices and complies with relevant legislation.

Social Implications

Promote and provide opportunities for social procurement.

Economic Implications

Provide opportunities for the growth of local businesses.

Environmental Implications

Improved environmental outcomes through better use of sustainable products and practices.

Risk Management Implications

The Policy is an important component of Council's risk management processes.

Council Plan Strategy Addressed

Governance and Leadership - Effective and efficient utilisation of resources.

Options

Council may approve the policy as recommended or make changes.

Recommendation

That Council adopt the Procurement Policy as presented.

Date Adopted	November 2009
Date Reviewed	December 2014
To be Reviewed	December 2015

Fully compliant with Victorian
Charter of Human Rights and
Responsibilities Act 2006



POLICY TITLE **PROCUREMENT**

POLICY NUMBER **POL/CORP 229**

PURPOSE

To provide a framework and a consistent approach to Procurement across Council.

SCOPE

This policy applies to all Procurement activities undertaken for or on behalf of Council.

POLICY

Council's Procurement Procedures and Practices will:-

1. Comply with all Legislative Requirements
2. Be aimed at achieving Best Value procurement for Council and the Community
3. Consider the local benefit and effect on the local economy and the municipality
4. Treat all potential suppliers who respond to quotations or tenders in a fair manner
5. Be administratively efficient
6. Be clearly documented and, subject to the need for confidentiality, available for inspection
7. In assessing Best Value for major purchases give preference to Suppliers and products which will enhance achievement of Council objectives such as sustainable and socially responsible procurement; provide bottom-line cost savings, support the Municipal economy and achieve innovation.

Employees are to exercise appropriate care in the expenditure of Council funds in consideration of budget allocations and this Policy.

RELATED POLICIES/DOCUMENTS

Tendering Directive (Corp 217)
Delegations of Financial Authority Directive (DIR/CORP 206)
Risk Management Policy (Corp 216)
Occupational Health and Safety Directive (DIR/STAFF 107)
Fraud Control Policy (POL/CORP 226)
Financial Investments Policy (POL/CORP 227)
Corporate Credit Card Directive (DIR/CORP 203)

RELATED LEGISLATION

Local Government Act 1989
National Competition & Competitive Neutrality Policy
Trade Practices Act 1974
Goods and Services Tax (GST)

Signed: _____

Date: _____

Date Adopted	November 2009
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PROCEDURE TITLE PROCUREMENT PROCEDURE

PROCEDURE NUMBER PRO/CORP212D

ENABLING POLICY/DIRECTIVE

PROCUREMENT POLICY – POL/CORP229

ENABLING LEGISLATION

Local Government Act 1989
National Competition & Competitive Neutrality Policy
Trade Practices Act 1974
Goods and Services Tax (GST)

PURPOSE

To provide a framework and a consistent approach to Procurement throughout Council.

SCOPE

This procedure applies to all Procurement activities undertaken for or on behalf of Council.

PROCEDURE

As per the following pages:

1. PRINCIPLE AIMS

Council will ensure that the procurement process is fair to all parties, and use its best endeavours to demonstrate fairness to all suppliers.

More specifically, it aims to:

- Provide a uniform procurement process for Council;
- Provide an “arms length” decision making process for evaluation;
- Formalise the procurement procedures and ensure all relevant purchases achieve best value;
- Provide a framework for employees to understand the process;
- Ensure that due consideration is made in procurement decisions of how suppliers contribute socially to the local community; and;
- Establish a framework for evaluating procurement decisions that is consistent with Best Value and Council’s Triple Bottom Line principles (Economic prosperity, Environmental quality and Social wellbeing).
- Ensure procurement is undertaken with appropriate oversight, probity and delegated authority.

It is essential for procurement probity that the procedural matters are understood and adhered to by all employees.

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2. DEFINITIONS

Term	Definition
Act	<i>Local Government Act 1989.</i>
Authority System	Councils Corporate System (Civica product)
Chief Executive Officer (CEO)	Chief Executive Officer for Swan Hill Rural City Council
Commercial in Confidence	Confidential information relating to prices, discounts, rebates, profits, methodologies and process information associated with procurement practices.
Confidentiality	A set of rules or a promise that limits access or places restrictions on certain types of information.
Consultancy	An arrangement where an individual or organisation is engaged: <ul style="list-style-type: none"> to provide expert analysis and advice which facilitates decision making to perform a specific, one-off task or set of tasks to perform a task involving skills or perspectives which would not normally be expected to reside within the relevant council department.
Contract	A written agreement (Letter of Acceptance or Purchase Order, as per Delegated Authority) between Council and the successful party that gives rise to legal rights and obligations. A binding contract between Council and the successful party will be created by Councils unconditional acceptance of the Tender or Quotation.
Contractor	An individual or organisation engaged: <ul style="list-style-type: none"> to provide goods, services or works which implement a decision to perform all or part of a new or existing ongoing function to assist Council carry out its defined activities and operational functions to perform a function involving skills which would normally be expected to reside within the relevant Council department but which are not currently available.
Contract Management	The process that ensures both parties to a contract fully meet their respective obligations as efficiently and effectively as possible, in order to deliver the business and operational objectives required from the contract and in particular, to provide value for money.
Council	Swan Hill Rural City Council.
Council Employees	Includes full time and part-time council employees, and temporary employees, contractors and consultants while engaged by the Council.
Delegations of Financial Authority	The financial dollar limits on expenditure requests as determined by the CEO and specified in the Delegation of Financial Authority directive (DIR CORP/206).
Director	The Senior Manager appointed by the Chief Executive Officer to ensure the efficient delivery of Council Services within a Directorate.
Expression of Interest (EOI)	The aim of the expression of interest (EOI) is not to elicit tenderers, but rather to assess the capacity of the respondents to undertake the work or project, and to refine the specifications.
Local Benefit and Effect	The benefit or affect on the Economy, Environment or Social wellbeing of the Swan Hill municipality.
Officer	An authorised officer appointed by the CEO having delegated authority to administer a designated procurement function.

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Term	Definition
Probity	Refers to uprightness, honesty, proper and ethical conduct and propriety in dealings. Within Government, the word "probity" is often used in a general sense to mean "good process." A Procurement process that conforms to the expected standards of probity is one in which clear procedures that are consistent with the Council's policies and legislation are established, understood and followed from the outset. These procedures need to consider the legitimate interests of suppliers and ensure that all potential suppliers are treated equitably.
Procurement	Procurement is the whole process of acquisition of external goods, services and works. This process spans the whole life cycle from initial concept through to the end of the useful life of an asset (including disposal) or the end of a service contract.
Program	An area or department within Council, which provides specific services to meet Councils requirements
Quotation	A written proposal for the supply of goods, services or works submitted in response to a selected invitation to quote. Can be mailed, faxed, emailed, hand delivered or received via the tender box. At least 3 quotations should be invited. A Quotation process cannot be used for contracts where the contract value will exceed: <ul style="list-style-type: none"> • \$130,000 (Inclusive of GST) for Goods and Services • \$180,000 (Inclusive of GST) for Carrying out of Works
Request for Submissions	can be used as an alternative to a formal quotation and can assist in refining a project brief/specification prior to proceeding to formal quotation/tender: <ul style="list-style-type: none"> • \$130,000 (Inclusive of GST) for Goods and Services • \$180,000 (Inclusive of GST) for Carrying out of Works
Schedule of Rates Arrangement	A contract that sets out rates for goods and services which are available for the term of the agreement. However, no commitment is made under the agreement to purchase a specified value or quantity of goods or services
Suppliers	Includes but is not limited to contractors, sub-contractors, manufacturers, wholesalers, retailers, consultants, and employees whilst undertaking a representative role.
Sustainability	Activities that meet the needs of the present having had regard to the ability of future generations to meet their needs.
Tender	A written or electronic proposal, via the Tender Box in response to a public invitation for the supply of goods, services or works (No public advertising process is required if a public EOI process preceded the tender call). A tender process must be used for contracts where the estimated contract values will exceed: <ul style="list-style-type: none"> • \$130,000 (Inclusive of GST)for Goods and Services • \$180,000 (Inclusive of GST)for Carrying out of Works
Tenderer	Any person or organisation submitting a tender/quotation to Council.
Tender Process	The process of inviting parties to submit a quotation or tender by public advertisement, followed by evaluation of submissions and selection of a successful bidder or tenderer.

Note: At any time that the Tender Box is being used as a means of receiving quotes etc the Commercial Services Department must be consulted on closing dates prior to documents being sent to potential suppliers.

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3. OVERVIEW

Council incurs considerable expenditure each year for a wide range of goods and services necessary for the operation, maintenance and improvements to service facilities within the Municipality.

The principles embodied in this procedure are that, as far as it is practicable, the Council's major requirements for externally provided goods and services will be arranged under competitive, well structured processes.

These processes will ensure that Council can take advantage of the widest range of skills and resources available and obtain best value for money when incurring expenditures on goods and services.

It is emphasised that this procedure has been developed for the acquisition of goods and services by all employees with the necessary delegated responsibility and authority to enable them to have a clear understanding of their obligations.

4. GENERAL

All purchases of products (goods and services) from selected approved or evaluated suppliers:

- Shall be in accordance with approved budgets (unless express permission has been obtained by next level of the organisational structure)
- Shall be authorised as per the "Delegation of Financial Authority"
- Shall be verified upon receipt by authorised and qualified employees with suitable technical qualifications or prior experience; and
- Shall meet specified requirements.

5. KEY PRINCIPLES

The key principles of procurement are value for money, open and effective competition and well structured processes. The principles are intended to provide consistency in the approach to Council's procurement and a transparent basis upon which procurement decisions are made in the best interest of the Council.

6. VALUE FOR MONEY

The purpose of Council procurement is to support Council's objectives by achieving best value for money when buying goods and services. Value for money relates not only to purchase price, but also factors such as fitness for purpose, reliability, availability, delivery cost, operating cost, after sales support and warranties. Decisions on the basis of value for money must be supported by objective evidence of cost benefits and structured procedural steps.

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7. OPEN AND EFFECTIVE COMPETITION

Must be evidenced in obtaining goods and services. It requires that purchases are transparent and that there is an opportunity for potential suppliers to be aware of Council business. In addition, it demands a commitment to effective competition through competitive processes, which do not compromise the objective of value for money.

It requires a trade-off between the degree of confidentiality allowed for a particular purchase and any benefits to be gained from increased competition. In general, there is a need to show that the following conditions exist for any given purchase.

- Timely availability and provision of information to prospective suppliers.
- Independence of action between buyer and seller.
- Availability to the Council of alternative offers.
- Absence of bias or favouritism; and
- Ease of competitive entry for new and small sellers.

Council Employees must be able to account for all Procurement decisions within their department/service area made over the lifecycle of all goods, services and works purchased by the Council.

All Procurement activities are to provide an audit trail for monitoring and reporting processes.

8. PROCUREMENT ETHICS

Council will deal with its suppliers on a basis of mutual trust and respect and conduct business fairly, reasonably and with integrity.

Honesty, impartiality and trustworthiness are the key elements in a professional procurement structure. Information obtained from prospective suppliers, either verbal or written, is Commercial-in-Confidence and must not be disclosed to other suppliers or personnel not authorised to receive it.

All employees involved in procurement will ensure they:

- Recognise and deal appropriately with conflicts of interest and interests of a pecuniary nature;
- Deal with suppliers even-handedly;
- Consider seeking appropriate probity advice;
- Comply with all legislative obligations including those required by trade practices, safety and consumer affairs including privacy legislation;
- Have regard to the cost to suppliers in submitting prices, proposals and tenders/quotations;
- Invite quotations and tenders only where there is a clear intent to procure the goods/services/works in the near future.

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- Conflicts of interest and interests of a pecuniary nature are to be handled in accordance with the Staff Code of Conduct Policy (POL/STAFF 100) and the Staff Code of Conduct 2010. Conflicts of interest in relation to procurement matters are to be declared using the "Conflict of interest declaration" as per Attachment 4.

9. MANAGEMENT OF RISK

The provision of goods, services and works exposes Council to risk. Risks associated with the procurement of goods or services should be considered in advance of the procurement process commencing. There may be risks associated with the goods, services or works to be procured and risks related to the procurement process itself.

Council will minimise its risk through measures such as:

- Complying with Councils procurement processes.
- Standardising contracts to include current, relevant clauses.
- Requiring security deposits where appropriate.
- Preparing appropriate specification to clearly identify purchasing requirements.
- Referring specifications to relevant experts.
- Requiring contractual agreement before allowing the commencement of work.
- Use of or reference to relevant Australian Standards (or equivalent).
- Effectively managing the contract including monitoring and enforcing performance.
- Ensuring suitable/adequate insurances are maintained by the contractor/supplier.
- Consulting relevant employees/OH&S representatives as required by the relevant acts prior to the provision of goods, services and works that may impact on individuals and there workplaces.

Support and templates to assist in risk assessment are available from Councils Risk Management & OHS Officer.

10. PROCUREMENT AUTHORITY

Directors, Managers and Delegated Employees are individually responsible for the raising and issuing of purchase orders, which commit the Council to the purchase of goods, services and works within their areas of responsibility.

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11. FINANCIAL DELEGATIONS

Authority to commit the Council to operating and capital asset purchase and works expenditure is governed by specific delegations approved by the Chief Executive Officer.

The delegations are specific to employee appointments within the Council and cannot be delegated to any other person except where the person is appointed temporarily to perform the duties of the position.

The nominated delegates and monetary limits to the delegation are in accordance with Delegation of Financial Authority (DIR/CORP 206). When the delegate exercises his/her delegation to approve expenditure, they must ensure that sufficient funds are available for the purpose.

Where the source of funding cannot be identified or be re-allocated from within the existing Program's approved budget, approval must be obtained from the Director or CEO and the transfer/approval of the funds is to occur before the order/expenditure can be committed.

12. PROCUREMENT LEVELS

The following Procurement Levels apply to the procurement of all goods, services and works:

"Quotations must be treated securely and confidentially at all times".

Value of purchase (GST Inclusive)	Method of Purchasing/selection of supplier
\$1 to \$10,000	<ul style="list-style-type: none"> Best price available, the number of quotations to be obtained is not specified, however proof of effort is required to show that a good financial and quality outcome has been achieved Quotations are to be recorded via the Purchasing requisitions module of the Authority system
\$10,001 to \$75,000	<ul style="list-style-type: none"> For goods, services and minor works that are accessed as minimal risk projects i.e.: minimal warranty or defects liability periods required A minimum of 3 written quotations must be obtained. Where it is not possible to obtain 3 written quotes, an explanation of the reasons why must be clearly documented Quotations must be recorded via the Purchasing requisitions module of the Authority system. May be publicly advertised. Use of agency contracts (Procurement Australia, MAV Procurement or Ministerial approved State Government and Whole of Government contracts) may be considered.
\$75,001 to \$130,000	<ul style="list-style-type: none"> Formal quotation process.

Date Adopted November 2009
 Date Reviewed December 2014
 To be Reviewed December 2015

Fully compliant with Victorian Charter of Human Rights and Responsibilities Act 2006



<p>Goods & Services \$75,001 to \$180,000 Works</p>	<ul style="list-style-type: none"> • Quotations are to consist of a detailed Specification/Requirement and or drawings which detail the required service, works or goods. • Quotations should be open for a minimum of 21 days. • A minimum of 3 written quotations must be obtained. Where it is not possible to obtain 3 written quotes, an explanation of the reasons why must be clearly documented. • Quotations must be recorded via the Purchasing requisitions module of the Authority system. • Formal contract agreement should be implemented. • Security undertakings are to be obtained in accordance with paragraph 28 of this policy. • Public Tender may be used depending upon risk, complexity or where project estimates are close to the \$130,000/\$180,000 thresholds. • Use of agency contracts (Procurement Australia, MAV Procurement or Ministerial approved State Government and Whole of Government contracts) may be considered.
<p>\$130,000 and over Goods & Services \$180,000 and over Works</p>	<ul style="list-style-type: none"> • Public Tender is required where the value exceeds these thresholds. • Option to Tender or conduct Expression of Interest (EOI) followed by a Tender, as defined Section 186 of the Local Government Act 1989. • Contracts that are exempt from Tendering are: Contracts entered into because of an emergency. Councils acting as the agent for a group of Councils and the Council have otherwise complied with the Act eg: Procurement Australia/MAV Procurement scheme. Contracts or Agreements entered into in accordance with arrangements approved by the Minister eg: State Government and Whole of Government contracts, Legal Services and Insurances. Contracts entered into in excess of this amount that have not complied with Section 186 of the LGA 1989 are to be entered into the statutory register maintained by the Executive Support Area.

Appendix 2 the Procurement Process flowchart has been developed to assist all Council employees in the Procurement Goods, Services & Works.

Note: An allowance of up to 10% variance to above procurement levels is acceptable on approval by the relevant Director.

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13. PROCUREMENT STRATEGY

Procurement strategies for Council must support the Council's objectives and Best Value Principles.

For both capital and recurrent expenditure the strategy must provide for:

- Goods and Services to be of suitable quality and are supplied with suitable warranties;
- Delivery to be guaranteed;
- Goods and Services purchased to represent best value for money, and.
- Payments terms and methods that are acceptable to Council.

In the area of recurrent expenditure, the Commercial Services Department will develop a supplier base (preferred supplier list) with the aim of reducing the number of Suppliers, entering into formal agreements with those suppliers and forming strategic alliances with them.

Capital equipment purchases should be consistent with Council's Asset Management Policy.

14. PURCHASE ORDER

An official Purchase Order is to be completed via the Authority Purchasing module, correctly describing the cost of Goods/Services/Works required the contact person and appropriate delivery instructions.

The original copy of the order is forwarded to the supplier via hard copy, fax or email.

Once the Goods/Services/Works have been received, a goods order receipt is to be completed and attached to the invoice before being forwarded to accounts payable.

If the order has been faxed to the Supplier a copy of the Terms and Conditions as shown on the reverse of the purchase order must also be sent.

All employees must ensure that purchase orders are raised and approved prior to receiving the goods, services or works.

15. GOODS RECEIPTS

Once the Goods/Services/Works have been received the receiving officer is to ensure the correct amount/quantity has been received and that the items are fit for purpose.

The receiving officer is to complete a goods order receipt via the Authority Purchasing module. The goods order receipt is to be signed by the receiving officer and verified (signed) by an officer with an appropriate financial delegation. An officer verifying goods order receipts is to be preferably someone within that Directorate. Goods order receipts may be verified by an Officer from outside of that Directorate in the absence of an appropriately delegated officer.

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16. EXEMPTIONS FOR PURCHASE ORDERS

Purchase orders are not required for:

- Goods, Services or works provided under contract;
- Water and sewerage rates, electricity, and gas supply to Council Properties;
- Telecommunication (i.e. call charges, line rentals, service fees)
- Salaries, wages, taxation, superannuation, and other direct payroll payments;
- Deposit refunds (tenders, security, maintenance, bonds, etc);
- Public liability, general insurance, insurance settlements to claimants;
- Payments to legal firms, surveyors' statutory authorities;
- Refunds for fees and rates, donations or sponsorship;
- Plant and Equipment purchased at Auction;
- Loan Repayments or Investments
- Couriers,
- Annual subscriptions
- Incidental items that can be claimed via petty cash reimbursement (Max \$100);

Note: Where appropriate a creditor voucher should be raised to authorise payment of the above transactions.

17. CORPORATE CREDIT CARDS

Corporate Credit Cards are appropriate for low risk, low value transactions and/or where no other method is accepted or practical. Corporate Credit Card holders are responsible for the security of their card, using the card appropriately, reporting any non conformances and completing the monthly statements in accordance with Council's Corporate Credit Card Directive (DIR/CORP203).

18. EMERGENCY WORKS

If a repair needs to be effected after normal working hours, the officer will be authorised to purchase whatever goods or services are required to affect the repair or to secure the situation.

The officer must use discretion as to the level of repair affected.

In "any" situation a purchase order for Goods/services must be completed and authorised on the "next" working day.

In the event the estimated cost for works required after the emergency situation has been secured will be in excess of \$130,000 (Goods & Services) and \$180,000 (Works), employees must refer to Council's Tendering Directive.

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19. YELLOW BOOK SYSTEM

Yellow book purchases can be made with a registered “yellow book” supplier where it is acknowledged that it is not cost efficient to raise separate orders for low value items on a regular basis. In those circumstances:

- Open monthly Yellow books will be provided to pre-selected suppliers for use as a counter book. (These forms are to operate in lieu of the detailed information normally requested on each order.)
- Only those employees authorised by the Manager and registered by the Commercial Services Department are able to obtain goods under this option.
- No transaction is to exceed \$200 in total value.

20. SPLITTING OF ENGAGEMENTS

Procurement exceeding \$130,000 for goods and services and \$180,000 for works must be publicly advertised and tendered. Multiple engagements, quotations and purchase orders to the same supplier for a project for the purposes of falling under the thresholds are not permissible and maybe subject to disciplinary action. Breaches of the Procurement Policy are to be reported to Executive Leadership Team and the Audit Committee as part of the quarterly Procurement Report.

It is an unacceptable practise to split projects or work in smaller lots to avoid the proper procurement processes.

No employees are to authorise or write multiple purchase orders to avoid the procurement and approved limits specified in this procedure and or the Delegations of Financial Authority Directive.

The value of on-going contracts (such as a 3 year contract) is deemed to be the value for the term of the contract not the value for each financial year of the contract.

21. SCHEDULE OF RATES CONTRACTS – PUBLIC TENDER

Tenders should be publicly advertised for the procurement of goods, services and works based on a Schedule of Rates (annual supply) and a formal contract should be entered into.

22. PRE QUALIFIED SUPPLIERS

Pre qualified suppliers that have been registered through the tendering process and/or listed from Co-operative Purchasing schemes such as Procurement Australia (previously Strategic Purchasing & MAPS), MAV Procurement (Previously CPS) and Whole of Government Contracts should be considered. Commercial Services Department will develop a preferred supplier’s register where all relevant information is centrally maintained.

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23. LOCAL BENEFIT AND AFFECT

In recognition of the role of Council in the local economy offers must ensure that due consideration is made in procurement decisions of how suppliers contribute to the wellbeing of the local community. Eg through local employment, sponsorship, volunteering, in-kind contributions etc.

Employees shall ensure relevant local businesses are given the opportunity to quote or bid for Goods & Services or Works. The degree of impact of buying locally on the local economy, local environment and local social benefits **must be incorporated into the Evaluation Criteria** as relevant for all purchases requiring a written quotation or tender.

As a guide a **minimum** of 10% of the "Evaluation Criteria" (**Not 10% Price variation**) should be weighted for the "Economic/Social/Environmental" aspects.

A guide to evaluating/assessing Local Benefit and Affect are included in Appendix 3.

24. SUSTAINABILITY

Council seeks to protect both our local natural and built environment for the enjoyment and appreciation of residents, visitors and future generations. Sustainable principles will be integrated in to the procurement process planning stage. Consideration should be given to procurement that achieves a balance between the ongoing economic prosperity of our region and safeguarding our local environment. Green procurement alternatives that add value for money should be encouraged.

Consideration must be given to the procurement life cycle when purchases are made. Council prefers suppliers and products that offer both environmental and financially sustainable benefits that demonstrate optimal whole of life outcomes. This includes the consideration of raw materials, production, transport and disposal.

Factors to be considered include:

- Environmentally responsible products that are energy efficient and produced from recycled materials. Example recycled plastic bollards as opposed to timber
- Supporting companies that employ environmentally sustainable principles in their operations.
- The provision of recycling and re-use as part of the project planning process, including the consideration of whole-life costs and disposal.
- Promote the collection and reprocessing of waste and working towards zero discharge to landfill.

25. INVITATION TO QUOTE

Before procurement of Goods/Services/Works can occur, a decision needs to be made as to which procurement method should be used. A key responsibility is to protect and enhance the Council's commercial position and to encourage the maximum degree of competition between suppliers, within the bounds of professional ethics.

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The most common procurement method in use is the invitation of written quotations from suppliers. Calling for formal quotations maximises competition between suppliers, brings any new information to the Council's attention, and helps ensure that the Council receives the most favourable terms. The invitation of quotations is most efficiently undertaken by sending a formal "invitation to quote" form to prospective suppliers.

The invitation must clearly indicate the exact information required from suppliers, to ensure that all suppliers respond with information that is directly comparable.

A properly constructed invitation saves the employee much work, allows easy comparison of offers and ensures fair and impartial treatment of suppliers. When supplier offers have been received, the results must be tabulated, allowing rapid assessment of the relative merits of the offers.

Invitations to quote must clearly state the evaluation criteria upon which quotations will be evaluated.

Evaluation criteria must be predetermined, fairly applied and should include as appropriate:

- Compliance with specification;
- Track Record (Performance capability);
- Resource availability;
- Social and Economic benefit to the Swan Hill Municipality (Local benefit & effect).
- Sustainability.
- Quality and Safety Systems; and
- Price.

The weighting or priority given to each of these criteria by the Contract/Project Supervisor may vary, depending on the desired project outcomes, and should be decided prior to the calling of quotations.

Quotation documents should clearly specify what constitutes a complying quotation; Contract Supervisors seeking innovative proposals should specify performance objectives. Council's best practice guide – evaluation criteria can be used to determine the most suitable criteria to be used in evaluating a variety of quotations.

All publicly advertised Quotations are to be received via Council's tender box and the process will be administered by the Commercial Services Department to ensure probity compliance.

26. EVALUATION OF QUOTATIONS

The weightings used in the evaluation are to be relevant to and consistent with the procurement objective. All tenders/quotations shall be considered in a fair and equitable manner taking into account the nominated evaluation criteria. Evaluation Criteria should be aimed to assess the relative value for money of each bid.

Employees shall consider as part of any value for money decision, the contract whole of life cycle costs (rather than just the initial price), the capability of businesses to meet requirements, local economic and social benefits, environmental benefits, timeliness of supply and capability & capacity of the supplier to complete the works.

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27. PROCUREMENT AUDITS AND ADVICE

The Commercial Services Department is responsible for undertaking internal reviews of Councils procurement processes. Random reviews will be conducted across all departments, procurement levels and delegations, with the results reported on a regular basis to the Executive Leadership Team and Councils Audit Committee. A register of Procurement non-compliance will be maintained by the Commercial Services Department and forwarded to the Executive Leadership Team quarterly.

Advice relating to all aspects of Procurement can be obtained from the Commercial Services Department.

28. SECURITY UNDERTAKINGS

Security, retention moneys and performance undertakings are for the purpose of ensuring the due and proper performance of Procurement Activities are achieved.

Successful suppliers/tenders should lodge a security deposit in the form of a bank guarantee, issued by an Australian Bank in Australia or cash payment, or other forms of security to the satisfaction of the Director Corporate Services prior to the commencement of any works over \$75,000.

If the Security is in the form of a bank guarantee and a requirement of the contract is to retain a percentage of the bank guarantee until completion of the defects liability period then two (2) separate guarantees of equal amounts shall be provided, any cash deposit is to be paid into account number with the original receipt forwarded to the contractor and a copy placed on the official file for the contract. Security undertakings are to be Inclusive of GST.

The contract supervisor shall be responsible for obtaining and releasing all contract securities.

The amount of the security deposit required varies depending on the type of contract; Security deposits should not include the GST.

Security deposits are not generally required for contracts/purchases less than \$75,000.

29. VARIATIONS

Variations to Purchase Orders and Contracts should be assessed against the original intent of the project/procurement plan to ensure best value is achieved.

Variations should not exceed 10% of the original tender/quotation, variations greater than 10% must be approved by a Director or the CEO.

30. RESPONSIBILITY FOR PROCUREMENT POLICY

The Director Corporate Services is responsible for recommending changes to this policy to the Chief Executive Officer (CEO) as required. Once approved by the CEO, the Director Corporate Services is responsible for the implementation of the Policy.

Signed: _____ CEO Date: _____

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APPENDIX 1 BEST VALUE

The “Best Value Principles” and “Factors to be Considered When Applying Best Value” are required to be applied in all circumstances.

The best value system aims to reinforce quality management and to assist local government in ensuring that services are linked to the desires of our community.

Best Value Principles

In order to apply Best Value, a number of overarching principles need to be engaged.

When Council provides services to the community, they must comply with the Best Value Principles.

There are six principles:

1. All services must meet quality and cost standards.
2. All services must be responsive to the needs of the community.
3. A service must be accessible to those for whom it is intended.
4. Continuous improvement in its provision of services must be achieved.
5. A program of regular consultation with its community in relation to the service it provides must be developed.
6. A regular report, at least once a year, on achievements in relation to the Best Value Principles must be prepared.

Factors to be Considered When Applying Best Value

In implementing its Best Value Principles, a Council will take the following factors into consideration:

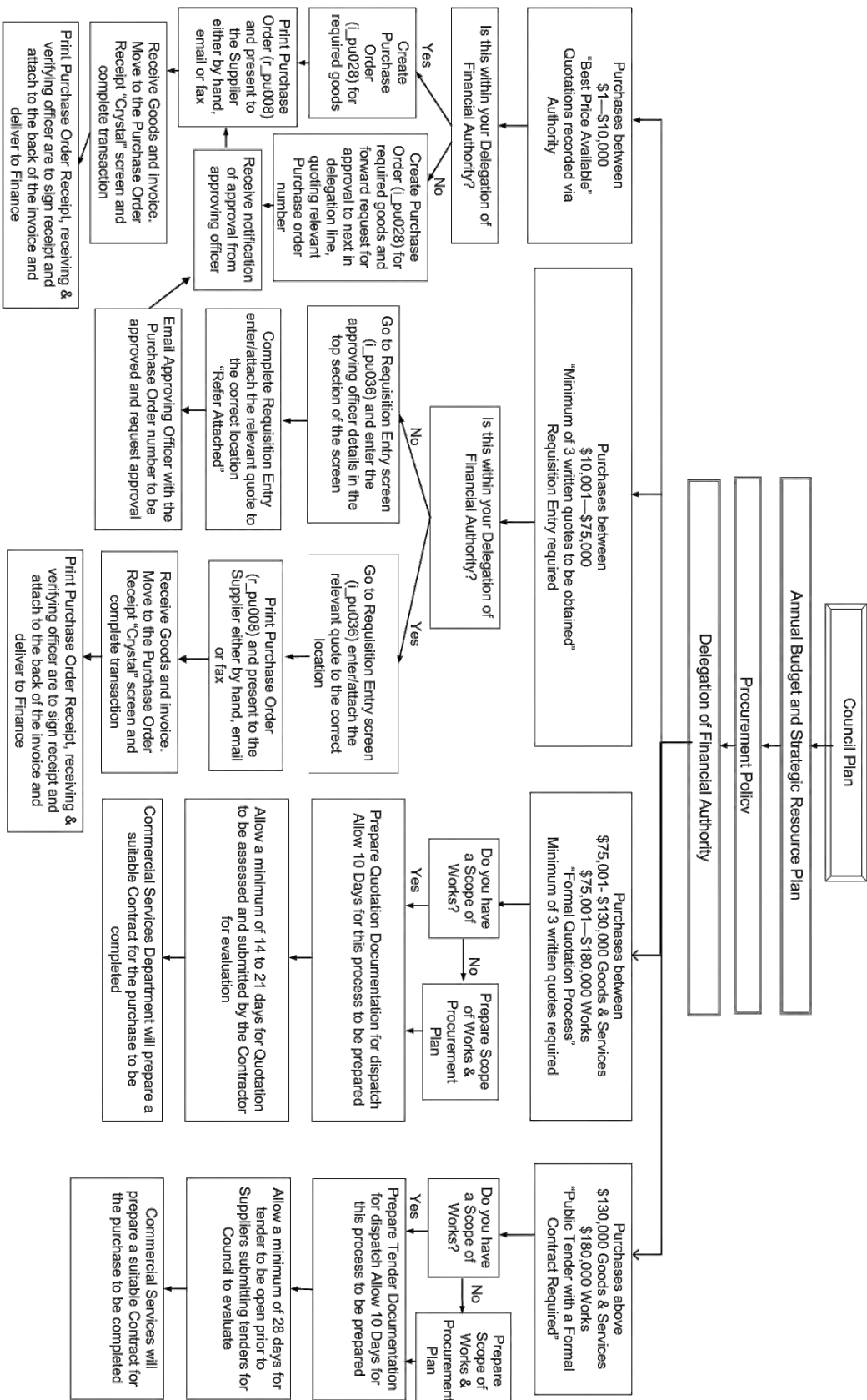
- The need to review services against the best on offer in both the public and private sectors;
- An assessment of value for money;
- Community expectations and values;
- The balance of affordability and accessibility;
- Opportunities for local employment growth or retention;
- The value of potential partnerships with other Council's, State and Commonwealth governments; and
- Potential environmental impacts for the Council's municipal district.

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APPENDIX 2
 PROCUREMENT PROCESS FLOWCHART



Date Adopted	November 2009
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APPENDIX 3 LOCAL BUSINESS FRAMEWORK

Purpose

Council recognises it has a role in the economic development of the municipality and is committed to assisting local industry to do business with Council. Local business in this context means suppliers based within the Swan Hill municipality. This framework sets out guiding principles and processes to achieve this objective.

Guiding Principles

Council will support local business and conduct programs that:

- Enhance the capability of local business to respond to Council's procurement requirements through encouragement and education;
- Provide feedback to local business to help improve their competitiveness;
- Ensure that buying practices, procedures and procurement specifications do not disadvantage local business and ensure transparency in all procurement and contract management activities;
- Promote a "support local business" philosophy, where it is competitive, represents value for money and fulfils other policy objectives of the Council; and
- Ensure that the community's interests are Council's highest priority.

Implementation

Council will undertake the following processes to encourage local businesses to supply goods and services to Council:

- Local businesses to be contacted when relevant tenders/contracts are being advertised, through the use of a local business database to be developed through the Economic Development Unit and other means as available;
- Education on how to respond to tenders/contracts through the business breakfasts or through specific training forums conducted for local business;
- Procurement activities not publicly tendered (eg. quotations) are to include a local business where possible;
- A guide on how to tender for Council services to be developed and made available to local businesses;
- Feedback to be provided to local businesses where they have been unsuccessful in tendering;
- A "local business assessment" schedule be adopted into all procurement activities undertaken by Council, including publicly advertised tenders and Requests for Quotation in order to broaden and maximise Councils sourcing of local businesses where possible; and
- Where a weighted criteria is used for local business assessment then a minimum 10% be set for evaluation.

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Key Performance Indicators

Council will measure the extent of its purchasing from local businesses on an annual basis through the following indicators:

- Percentage of all tenders that include selection criteria weighting for local business
- Percentage of active suppliers that are local businesses
- Total expenditure made with local businesses
- Percentage of expenditure that is with local businesses
- Business information forum conducted

Value for Money

Purchasing decisions will be made on the basis of value for money, rather than just the cheapest up-front purchase price. In establishing a minimum weighting of 10% for local business where a weighted evaluation criteria is used, it is recognised that this may result in the reduction/shifting of percentages from other selection criteria which could include the weighting applied to cost of the procurement. Use of weighted evaluation criteria that are relevant to each procurement will ensure that an appropriate balance is applied in forming procurement decisions.

Environmental

Council prefers the use of local, recycled, energy efficient and environmentally responsible products whenever they perform satisfactorily and represent value for money. Council seeks to encourage the purchase of environmentally preferred products and services as a means of stimulating demand. Council will reduce any detrimental impact our works and services have on the Natural Environment and encourage others to do the same.

Social Inclusion & Diversity

This framework seeks to support and enhance local businesses and by implication employment opportunities for residents of the Municipality. Promoting opportunities for local businesses to engage with Council will further strengthen their ability to retain and possibly increase employment opportunities as well as retaining their presence in the region.

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LOCAL BUSINESS ASSESSMENT

Council recognises it has a role in the economic development of the municipality and is committed to assisting local industry to do business with Council. Council is committed to buying locally and supporting the business community and encouraging it's involvement in procurement processes. Buying locally includes the entire municipality (including Robinvale) where local suppliers are competitive and can achieve value for money.

1. Has your business established/or is a local base in the Swan Hill municipality?
 Yes No

2. If you answered "yes" to item 1, then state location and specify (office/depot)

3. If you answered "no" to item 1, will your business establish a local office base in the Swan Hill municipality?
 Yes No

4. Is your business employing local residents in the Swan Hill municipality? Yes No

5. Is your business using local suppliers? Yes No

6. If you answered "yes" to item 5, please state and list 3 projects/suppliers used:

Description of work	Supplier

7. Is your business using local contractors Yes No

8. If you answered "yes" to item 7, please state and list 3 Contractors used:

Contractor	Address	Contact

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APPENDIX 4



Chief Executive Officer
 Swan Hill Rural City Council
 PO Box 488
 SWAN HILL VIC 3585

Re: Contract No:

In accordance with Section 79/80B/ 80C of the Local Government Act 1989, I declare that

- I have a conflict of interest in the following matter for which I have delegated power
- I have a direct or indirect interest in the following advice or report which is to be considered at the following meeting.

State the subject of the declaration and meeting details, if applicable

.....

Further, I declare in accordance with Section 80B that the type of interest that has given rise to the conflict is either (place an X next to the interest):

- A direct interest
- or
- An indirect interest due to a close association
- An indirect financial interest
- An indirect interest because of conflicting duties
- An indirect interest because of receipt of an applicable gift
- An indirect interest as consequence of becoming an interested party.

Nature of Interest

.....

Alternatively, I declare that I have no conflict of interest in relation to this matter but that I will lodge a new declaration in the event that I become aware of the conflict of interest during consideration of this matter or that a conflict of interest arising during consideration.

Further, I have no conflict of interest which would breach the provisions of Council's Staff/Councillor Code of Conduct.

Name: _____ Position: _____

Signature: _____ Date: ____/____/____

If a Conflict of Interest is disclosed then the relevant staff members should excuse themselves from the Tender Evaluation Panel. Councillors should excuse themselves from discussions, debate and decision making on the item before Council or Council Committee.

B.15.98 FINANCIAL INVESTMENTS POLICY REVIEW

Responsible Officer: Director Corporate Services
File Number: 69-99-00
Attachments: 1 Financial Investments Policy

Declarations of Interest: Officer

David Lenton - as the responsible officer, I declare that I have no disclosable interests in this matter.

Summary

The Financial Investments Policy has been reviewed and is presented for the approval of Council. The policy details the guidelines for the investment of surplus funds.

Discussion

Council currently has processes in place for investing surplus funds. This Policy was developed to guide and document how Council invests these funds.

The review process resulted in the following minor changes:

- The removal of the need to obtain a Guarantee and Security from ADI's, as this is no longer required.
- Altered the need to compile monthly reports to Council – this is now prepared as required and reported in the Councillor Bulletin.
- Extended the review period of the Policy from one to four years.

Consultation

All members of the Executive Leadership Team and the Finance Manager have reviewed the policy.

Financial Implications

This Policy ensures that financial investments are managed in a manner that allows Council to meet its daily cash flow requirements and maximise return on investments within an acceptable level of risk.

Social Implications

Nil

Economic Implications

Nil

Environmental Implications

Nil

Risk Management Implications

Nil

Council Plan Strategy Addressed

Governance and Leadership - Effective and efficient utilisation of resources.

Options

Nil

Recommendations

That Council adopt the Financial Investments Policy as presented.

FINANCIAL INVESTMENTS POLICY

POLICY TITLE

POLICY NUMBER **POL/CORP227**

PURPOSE

This policy sets out Council's guidelines for the investment of surplus funds.

SCOPE

This policy applies to employees authorised to deal with Council investments.

POLICY

Council will manage its financial investments in a manner that allows it to meet daily cash flow requirements and maximize its return on investments within an acceptable level of risk. An acceptable level of risk means surplus funds will only be invested in Approved Deposit-taking Institutions (ADIs) approved by the Australian Prudential Regulation Authority (APRA) with a credit rating of at least A- (long term) or BBB for investments less than 90 days as assessed by Standard and Poor's Financial Services.

RELATED POLICIES/DOCUMENTS

Delegation of Financial Authority Directive DIR/CORP206

RELATED LEGISLATION

Local Government Act 1989 – Section 143

Signed: _____ **Mayor** **Date:** _____

PROCEDURE TITLE FINANCIAL INVESTMENTS PROCEDURE**PROCEDURE NUMBER PRO/CORP227P****ENABLING POLICY/DIRECTIVE**

FINANCIAL INVESTMENTS POLICY – POL/CORP227

ENABLING LEGISLATION

Local Government Act 1989 – Section 143

PURPOSE

This procedure provides guidelines for making investment decisions that will maximize return on investments within an acceptable level of risk.

SCOPE

This procedure applies to ELT, Finance Manager and Financial Accountant. All investments must be approved by either the CEO, Director Corporate Services, Finance Manager, Financial Accountant and one of the other bank account signatories.

PROCEDURE

Council employees must take into consideration all of the following factors when carrying out investment functions:

1. Daily cash flow requirements
2. Compliance with legislative requirements
3. Credit Rating of Institution
4. Interest Rate
5. Need to spread risk over a range of Approved Deposit-taking Institutions (ADI's)
6. APRA approved

1. Daily cash flow requirements

Before any investment choice can be made, it must be determined that current cash flow requirements can be met and remaining funds in Council's various bank accounts are surplus to immediate needs.

2. Compliance with legislative requirements

All investments must comply with the Local Government Act 1989 – Section 143. See Attachment A.

3.

Credit Rating of Institution

Funds will be invested with an institution based on its Standard and Poor's (S&P) credit rating. See Attachment B.

The minimum credit rating Council will accept from a Bank or Non-bank Financial Institution will be:

- Short Term investments with a term to maturity of no more than 90 days, where Long Term rating of BBB is an acceptable risk.
- Long Term investments are those with term to maturity of greater than 90 days, and must have a rating of no less than A -.

Any ratings below these levels are considered too uncertain, and not to be used.

No investment will be placed with a term greater than 2 years.

Refer to Attachment B for a summary of the S&P rating marks and their assessed risk.

4. Interest Rate

Assess the return on investment offered compared to other eligible institutions and determine the best value at that time.

Consideration must be given to any bank fees applicable to transferring funds between ADI's.

5. Need to spread risk over a range of issuing entities

Council may not invest greater than 40% of its annual average investments in one financial institution.

Not less than three quotations shall be obtained from financial institutions in order to make investment decisions.

Council may invest in the following:

Short Term:

- At Call Account
- Term Deposits
- Certificate of Deposit
- Promissory Notes
- Floating Rate Notes

Long Term:

- Floating Rate Notes
- Medium Term Notes
- Managed Bond Funds
- Government Bonds

6. APRA approved

All institutions must be Australian Prudential Regulation Authority (APRA) Approved Deposit-taking Institutions (ADI's).

MONITORING AND REPORTING

Council’s Investment Policy and Strategy should be reviewed at least once every four years or more frequently where legislation changes or circumstances warrant.

Council’s Financial Services Department will maintain a current list (not more than six months old) of Long Term Investment Institution ratings. If any of the funds/securities held are downgraded, such that they no longer fall within the guidelines to this policy, the investment will be divested within 30 days or as soon as practicable.

Council’s Financial Services Department shall maintain monthly summary reports and provide such information to Council as required, including:

- Maturity profile of current investments.
- Interest rates earned on current investments.
- Total value of investments held compared to forecast.
- Investment portfolio balances compared to prior year.
- Risk ratings of the investments within the current portfolio.

LEGISLATION AND OTHER REFERENCES

Legislation

Local Government Act 1989 – Section 143 (See Attachment A)

Documents

This Policy is implemented in conjunction with the Standard and Poor’s Ratings Levels (see Attachment B).

Signed: _____ **CEO** **Date:** _____

ATTACHMENT A

LOCAL GOVERNMENT ACT 1989 – INVESTMENTS

Section 143 of the Local Government Act states:

A Council may invest any money:

- (a) in Government securities of the Commonwealth;
- (b) in securities guaranteed by the Government of Victoria;
- (c) with an authorised deposit-taking institution;
- (d) with any financial institution guaranteed by the Government of Victoria;
- (e) on deposit with an eligible money market dealer within the meaning of the Corporations Act;
- (f) in any other manner approved by the Minister after consultation with the Treasurer either generally or specifically, to be an authorised manner of investment for the purposes of this sub-section.

ATTACHMENT B**STANDARD AND POOR'S RATINGS LEVELS****LONG TERM:**

AAA Extremely Strong Capacity to Pay

AA+
AA
AA- } Very Strong Capacity to Pay

A+
A
A- } Strong Capacity to Pay

BBB+
BBB
BBB- } Adequate Capacity to Pay

BB+
BB
BB- } Uncertainties or Adverse Conditions could lead to Inadequate Capacity to Pay

B+
B
B- } Adverse Conditions Likely to Impair Capacity to Pay

CCC Vulnerable to Default

C High Risk of Default

D Default

SECTION C – DECISIONS WHICH NEED ACTION/RATIFICATION

C.15.10 COUNCILLOR ASSEMBLIES - RECORD OF ATTENDANCE AND AGENDA ITEMS

Responsible Officer: Chief Executive Officer
File Number: 22-13-12
Attachments: 1 Councillor Assemblies Record of Attendance and Agenda Items

Declarations of Interest:

Ian Couper - as the responsible officer, I declare that I have no disclosable interests in this matter.

Summary

The Local Government Act 1989 requires that the details of Councillor Assemblies be reported to Council meetings on a monthly basis.

Discussion

The State Government has amended the Local Government Act 1989 which requires Council to report on Councillor Assemblies.

Whilst Minutes do not have to be recorded, Agenda items and those in attendance must be, and a report presented to Council.

An assembly of Councillors is defined as a meeting that is planned or scheduled at which at least half of the Council and one Officer are in attendance, and where the matters being considered that are intended or likely to be the subject of a Council decision.

No formal decisions can be made at an assembly but rather direction can be given that is likely to lead to a formal decision of Council.

Details of the most recent assemblies of Council are attached.

Consultation

Not applicable.

Financial Implications

Not applicable.

Social Implications

Not applicable.

Economic Implications

Not applicable.

Environmental Implications

Not applicable.

Risk Management Implications

Not applicable.

Council Plan Strategy Addressed

Governance and Leadership - Community leadership through effective strategic planning.

Options

Council must comply with the requirements of the Local Government Act 1989.

Recommendation

That Council note the contents of the report.

**COUNCILLOR ASSEMBLIES ATTENDANCE AND AGENDA
27 October 2015 at 1pm
SWAN HILL TOWN HALL, COUNCIL CHAMBERS**

AGENDA ITEMS

- Councillor only session
- Community Grants Program
- Art Gallery Development discussion

ADDITIONAL ITEMS DISCUSSED

- Chicken Farm Planning Application
- Cr Issues

ATTENDANCE

Councillors

- Cr Les McPhee
- Cr Jessie Kiley
- Greg Cruickshank
- Cr Jim Crowe – left the meeting at 3pm
- Cr Michael Adamson

Apologies

- Cr John Katis
- Cr Gary Norton

Officers

- David Lenton, Acting Chief Executive Officer/Director Corporate Services
- David Leahy, Director Infrastructure
- Bruce Myers, Director Community & Cultural Services
- Adam McSwain, Director Development and Planning
- Steve Matthews, Economic & Community Development Manager
- Megan Monk, Community Recreation and Grants Officer
- Camille Cullinan, Manager Cultural Development & Libraries
- Ian Tully, Art Gallery Director

Other

- Nil

CONFLICT OF INTEREST

- Cr Cruickshank no direct conflict of interest, but wanting it noted that he is the Captain of the Lake Boga Golf Club which applied for a community grant.

**COUNCILLOR ASSEMBLIES ATTENDANCE AND AGENDA
10 November 2015 at 1pm
SWAN HILL TOWN HALL, COUNCIL CHAMBERS**

AGENDA ITEMS

- Brookfield Victorian Regional Energy Project (Natural Gas)
- Rural Land Use Strategy
- Councillor only session

ADDITIONAL ITEMS DISCUSSED

- Swan Hill Bridge update

ATTENDANCE

Councillors

- Greg Cruickshank
- Cr Les McPhee
- Cr Jim Crowe
- Cr Michael Adamson
- Cr Jessie Kiley
- Cr John Katis
- Cr Gary Norton

Apologies

- Nil

Officers

- David Lenton, Acting Chief Executive Officer/Director Corporate Services
- David Leahy, Director Infrastructure
- Bruce Myers, Director Community & Cultural Services
- Adam McSwain, Director Development and Planning
- Rachael Blandthorn, Planning Officer
- Muriel Scholz, Senior Economic Development Officer

Other

- Todd Henderson and Peter Walton – Brookfield
- Shelly McGuinness (Rural Land Use Strategy)

CONFLICT OF INTEREST

- Nil

**COUNCILLOR ASSEMBLIES ATTENDANCE AND AGENDA
24 November 2015 at 1pm
SWAN HILL TOWN HALL, COUNCIL CHAMBERS**

AGENDA ITEMS

- Councillors Only Session
- CEO Recruitment Timelines
- 10 Year Major Projects Plan

ADDITIONAL ITEMS DISCUSSED

- Nil

ATTENDANCE

Councillors

- Cr Les McPhee from 3pm-onwards
- Cr Jessie Kiley
- Cr John Katis
- Greg Cruickshank
- Cr Jim Crowe
- Cr Michael Adamson

Apologies

- Cr Gary Norton

Officers

- Ian Couper, Acting CEO
- David Lenton, Director Corporate Services
- David Leahy, Director Infrastructure
- Adam McSwain, Director Development and Planning

Other

CONFLICT OF INTEREST

- Nil

COUNCILLOR ASSEMBLIES ATTENDANCE AND AGENDA
1 December 2015 at 1pm
SWAN HILL TOWN HALL, COUNCIL CHAMBERS

AGENDA ITEMS

- Financial Hardship Policy review
- Planning
- Future use development plan of the decommissioned No.s 9,11/9 and 1A/(Channels
- Riverfront 10 Year Budget and Investment Prospectus – Current status and expected outcomes
- Procurement Policy
- Regional Arts Victoria report
- Proposed Land Acquisition
- 2014-15 Best Value Report
- Bridge Committee

ADDITIONAL ITEMS DISCUSSED

- Nil

ATTENDANCE

Councillors

- Cr Les McPhee
- Cr John Katis
- Greg Cruickshank
- Cr Gary Norton

Apologies

- Cr Michael Adamson
- Cr Jessie Kiley
- Cr Jim Crowe

Officers

- Ian Couper, Acting CEO
- David Lenton, Director Corporate Services
- David Leahy, Director Infrastructure
- Adam McSwain, Director Development and Planning
- Bruce Myers, Director of Community and Cultural Services
- Stefan Louw, Acting Development Manager
- Ken Symons, Commercial Services Co-ordinator
- Helen Morris, Human Resources Manager
- Kim Bennett, Regional Arts Development Officer
- Fiona Gormann, Community Planning & Development Officer
- Camille Cullinan, Manager Cultural Development & Libraries

Other

CONFLICT OF INTEREST

- Nil

**COUNCILLOR ASSEMBLIES ATTENDANCE AND AGENDA
8 December 2015 at 1pm
SWAN HILL TOWN HALL, COUNCIL CHAMBERS**

AGENDA ITEMS

- Councillors only session
- Woorinen Waste Water Project
- Financial Investment Policy and Procedure
- Robinvale P12 Update
- Swan Hill to Lake Boga Active Trail draft report

ADDITIONAL ITEMS DISCUSSED

- Nil

ATTENDANCE

Councillors

- Cr Les McPhee
- Cr John Katis
- Greg Cruickshank
- Cr Michael Adamson
- Cr Jessie Kiley

Apologies

- Gary Norton
- Jim Crowe

Officers

- Ian Couper, Acting CEO
- David Lenton, Director Corporate Services
- David Leahy, Director Infrastructure
- Adam McSwain, Director Development and Planning
- Bruce Myers, Director of Community and Cultural Services
- Steve Matthews, Economic & Community Development Manager - Item 6
- Nathan Keighran, Economic Development & Tourism Project Officer – Item 6

Other

CONFLICT OF INTEREST

- Nil

SECTION D – NOTICES OF MOTION

SECTION E – URGENT ITEMS NOT INCLUDED IN AGENDA

SECTION F – TO CONSIDER & ORDER ON COUNCILLOR REPORTS

SECTION G – IN CAMERA ITEMS

Recommendation

That Council close the meeting to the public on the grounds that the following report(s) include contractual matters

B.15.89 IN CAMERA CONSIDERATION OF CONFIDENTIAL REPORT