

AGENDA

SCHEDULED MEETING OF COUNCIL

Tuesday, 19 October 2021

To be held Swan Hill Town Hall
McCallum Street
Commencing at 2pm

COUNCIL:

Cr B Moar – Mayor

Cr J Benham
Cr A Young
Cr LT McPhee
Cr C Jeffery
Cr S King
Cr N McKay

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SECTION A – PROCEDURAL MATTERS

- **Welcome**

- **Acknowledgement of Country**

- **Prayer**

- **Apologies/Leaves of Absence**

- **Directors/Officers Present**

- **Confirmation of Minutes**
 - 1) Scheduled Meeting Of Council held on 21 September 2021

- **Disclosures of Conflict of Interest**

- **Joint Letters and Reading of Petitions**

- **Public Question Time**

- **Open Forum**

SECTION B – REPORTS

B.21.87 USE AND DEVELOPMENT OF GROUP ACCOMMODATION IN THE FARMING ZONE LOCATED AT NO. 45 CHAPMAN LANE, TRESKO

Responsible Officer: Director Development and Planning
File Number: 2021-083
Attachments: 1 [↓](#) Preliminary proposed plans
2 [↓](#) Proposed conditions (included in report)

Declarations of Interest:

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

Summary

This report seeks a Council resolution to issue a Refusal to Grant a Permit for the application to use and develop the land for Group Accommodation in the Farming Zone, located at No. 45 Chapman Lane, Tresco.

Discussion

Location and existing conditions

The subject land (see figure 1) is located at No. 45 Chapman Lane, Tresco, approximately 22 kilometres southeast of the Swan Hill CBD. The surrounding area is predominantly horticultural in nature (see figure 2).

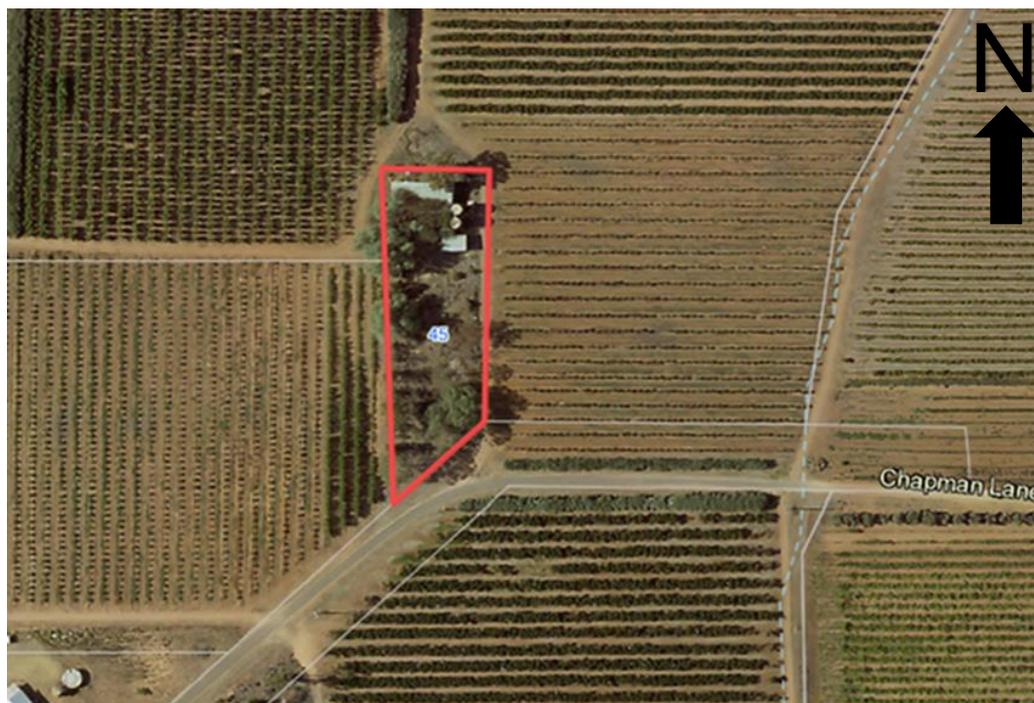


Figure 1 – subject land outlined in red.

The subject land has an area of approximately 2,340sqm and contains two sheds located near the rear of the site. The land appears to be a result of a two-lot subdivision (house excision) approved in 1986, the dwelling has since burnt down. Historical aerial imagery suggests this occurred sometime between February 2007 and April 2011. The lot contained several native canopy trees, which had been planted and have since been removed.

The land is encumbered by an easement traversing the western boundary in a north-south direction with the beneficiary being the former Rural Water Commission of Victoria.

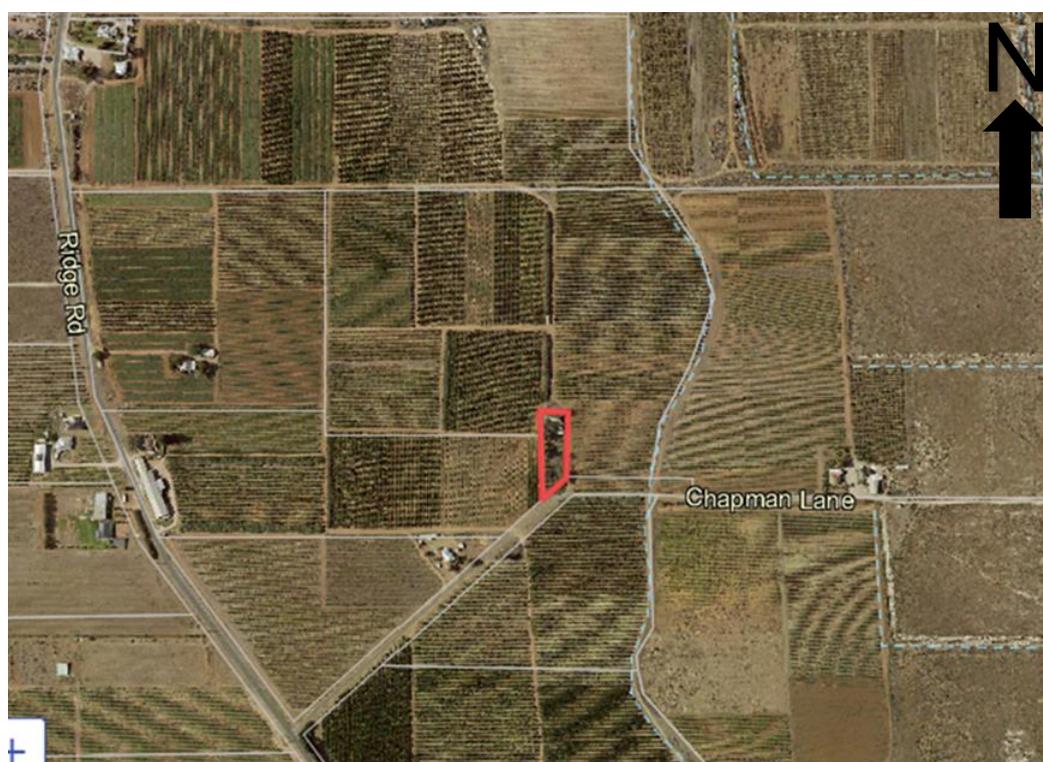


Figure 2 – Surrounding area.

Proposal

The planning application seeks approval to use and develop the land for Group Accommodation (see Attachment 1). The proposal aims to provide accommodation for agricultural workers employed by the Rullo Family who received a grant from the State Government's Seasonal Workforce Accommodation Program (SWAP).

The proposed development is to include the construction of four separate dwellings each equipped with three bedrooms, open plan kitchen, living and dining area and a combined bathroom, toilet and laundry. The development will be connected to electricity and is to include an on-site wastewater treatment system with water supply yet to be determined but likely to be via tanks.

Given the size of the roofed area compared to the land size, investigation into the subject land's ability to retain stormwater on-site is required. Council's Engineering Department has confirmed that the site may be capable of retaining stormwater on-site but would require a drainage plan to be approved prior to the commencement of the development. Should a permit be issued, a condition requiring a drainage plan demonstrating that stormwater can be retained within the boundaries of the land should be included.

The proposal includes the construction of a new access in the south-western corner, provision of four car parking spaces and landscaping at the frontage.

Assessment

The application was lodged after receiving pre-application advice on two separate occasions. The preliminary advice included the need for the land to be consolidated with one of the contiguous agricultural lots and the need for a Land Capability Assessment (LCA) to determine the type and the requirements of the wastewater treatment system to service the proposed dwellings.

The application was lodged without the pre-advised items which were then requested as part of a Request for Further Information. The response received from the applicant stated that the abutting land was in different ownership (superfund) and suggested implementing an agreement under Section 173 of the *Planning and Environment Act, 1987* (the Act) rather than consolidation. The applicant also requested that the LCA be a condition of permit and did not provide an LCA. The applicant requested that the proposal be assessed without the requested additional information.

Given the size of the land, the information requested is critical to determine the need for workers accommodation on the land and the capability of the land to safely retain and treat wastewater on-site. Without the ability to assess this important information, the proposed group accommodation cannot be supported.

Policy direction

Planning Policy Framework – Swan Hill Planning Scheme

Clause 14.01-1S – Protection of agricultural land – The objective of this policy is to safeguard productive farmland by encouraging the restructuring of inappropriate subdivisions that affect productive agricultural land and ensuring that proposals for use and development consider the land's capability to accommodate the proposal. The proposed use and development does not meet the objectives of the policy as the consolidation option, suggested by Officers, was rejected by the applicant and there is no evidence of the land's ability to safely retain and treat wastewater on-site. Clause 14.01-2S – Sustainable agricultural land use – This policy seeks to ensure that decisions relating to agricultural land use are based on the long-term use and management of natural resources. The proposal does not comply with the strategic

directions of this policy. The proposed group accommodation on the small lot neither demonstrate nor justify a long-term legitimate association with the surrounding agricultural activities. It is considered that the inclusion of a Section 173 Agreement under the Act, to tie the proposed accommodation to adjoining agricultural land, is not a sufficient measure to prevent inappropriate use of the accommodation in the future and may lead to, compliance requirements, on-going complaints from adjoining agricultural uses and enforcement issues for Council.

Local Planning Policy Framework

Clause 21.06-1 – Rural areas – The policy recognises the importance of the agricultural sector to the local economy and subsequently seeks to avoid land use conflicts between agriculture and incompatible activities. The proposed use and development does not meet the policy as it cannot be guaranteed that the use and development will remain associated with the adjoining agricultural uses unless consolidation of lots is to occur. As noted above, incompatible uses, will generate land use conflicts, amenity issues and complaints that Council has to resolve.

Farming Zone provisions – Clause 35.07 of the Swan Hill Planning Scheme

The purpose of the zone is to ensure that uses other than agriculture do not unreasonably affect agricultural uses and that use and development occurs in a sustainable manner with appropriate provisions for infrastructure.

The existing lot is a small lot of only 2,340sqm in the Farming Zone and there is no assurance that the proposed use and development will remain in the same ownership and will have a continued, legitimate association with agriculture. Without this assurance, through consolidation with the adjoining land, the proposed use and development could evolve into an incompatible use resulting in land use conflict and an ongoing enforcement issue for Council. As discussed above, it is not considered that entering into a Section 173 Agreement is a sufficient measure to prevent this.

The Farming Zone allows for only limited forms of accommodation. The term ‘Group Accommodation’ is the only land use definition that is permitted in the Farming Zone to accommodate workers. The definition of Group Accommodation only allows for persons “*away from their normal place of residence*”. If the proposed dwellings are to provide accommodation for any person on a permanent basis, the land use would be in breach of the planning permit for group accommodation. An application to amend the permit for the use of land for dwellings (potentially four) would be required and must be re-assessed against the decision guidelines of the Farming Zone. The applicant has advised that the accommodation is to be used during the ‘Harvest Period’. Given that the proposal suggests that the accommodation is only to be occupied during the harvest period, the layout of the proposal has raised concerns. The proposal for separate and distinct dwellings is not an economical or typical method of accommodating seasonal workers. The temporary use and the design of the proposed dwellings raises concerns regarding potential use during non-harvest periods.

The decision guidelines of the Farming Zone direct the Responsible Authority to consider the capability of the land to accommodate the disposal of effluent. Due to the small size of the lot and the number of dwellings proposed, a Land Capability Assessment (LCA) is critical to appropriately determine whether the subject lot is capable of accommodating the use and development. Council's Public Health Department requires an LCA prior to being able to assess the application. Approving the permit without the confirmation of Council's Public Health Department and the land's capability to safely retain and treat wastewater onsite, could cause environmental and health risks for future users and adjoining properties.

When considering accommodation for seasonal workers, it is necessary to consider the amenity of those occupying the accommodation. Due to the constraints of the site, the ability to provide adequate vegetated screening is compromised. A condition requiring vegetated screening in the areas available has been included as a condition should a permit be issued. However, this is only likely to address the visual amenity of any conflicts. The proposal also lacks amenity consideration with minimal setbacks between each dwelling and limited recreational areas.

While the zone provisions allow for on-farm accommodation, this application is not for on-farm accommodation as the dwellings are located on a separate lot and there is no guarantee of legitimate, on-going association. On-farm accommodation should be provided in appropriate locations that can meet the essential requirements and a demonstrated association with the ongoing agricultural use of the land.

Pending Amendment Regarding On-Farm Accommodation

The Minister for Agriculture made a recent announcement regarding a pending amendment to the Victorian Planning Provisions. While details of the amendment are yet to be finalised, the announcement discussed an exemption for on-farm accommodation for workers engaged in agriculture. The requirements for the exemption include a minimum area of 40 hectares with no more than ten people to be accommodated. Additional requirements relate to connections to electricity, water and wastewater treatment. The minimum requirement of 40 hectares implies that anything less than 40 hectares is subject to assessment and may not meet requirements. This amendment is yet to be finally approved.

Similarities to recent application

A similar application for the Use and Development of Group Accommodation at Royston Road, Tol Tol was considered and refused by Council at the Ordinary Council Meeting of 15 December 2020. The applications have several similarities, most notably the lack of a legitimate association with adjoining agricultural activities due to the accommodation being located in a separate parcel of land. The differences between the applications are predominately contextual, but the essence of the applications are similar in that they pose a risk to Council in relation to creating a potential land use conflict that will require compliance measures and potentially become an enforcement issue for Council.

Consultation

Public notification

The application was notified by sending letters to adjoining land owners and by placing a sign on the site. No objections were received

Internal referrals

The application was referred internally to the following departments for comment:

1. Building Department – No objection subject to standard building notes.
2. Engineering Department – No objection subject to conditions.
3. Environmental Health Department – Unable to provide comment, further information required in the form of a Land Capability Assessment which was not submitted by the applicant when requested.

Financial Implications

The proposal will not have financial implications to Council.

Social Implications

A possible social impact is the potential to create a land use conflict between the surrounding agricultural uses and the proposed group accommodation within an irrigated and productive agricultural area. The design of the housing does not provide amenity for the residents with limited outdoor space and no formal recreation or utility areas.

Economic Implications

Agriculture has been identified as a significant part of the municipality's economy. The permanent removal of agricultural land for a use that does not have a guaranteed, legitimate association with agriculture can have irreversible negative economic impacts to the municipality and the region.

Environmental Implications

Without a Land Capability Assessment, the ability to retain and treat wastewater within the small 2,340sqm subject land cannot be assured. Inefficient land to safely treat wastewater onsite can lead to environmental impacts and wastewater discharge across lot boundaries with the potential to impact nearby agricultural operations as well as health risks for future users. Additionally, the off-site effects of the surrounding agricultural activities such as dust, noise from scare guns and the use of machinery at early mornings and nights can have amenity impacts on the proposed accommodation.

Risk Management Implications

If the subject land is not capable to retain wastewater from the proposed group accommodations onsite, it could pose potential health risks to future users of the accommodation and adjoining properties. This could be a liability risk for Council.

Council Plan Strategy Addressed

Economic growth - Provide land use planning that is responsive and which proactively encourages appropriate development.

Options

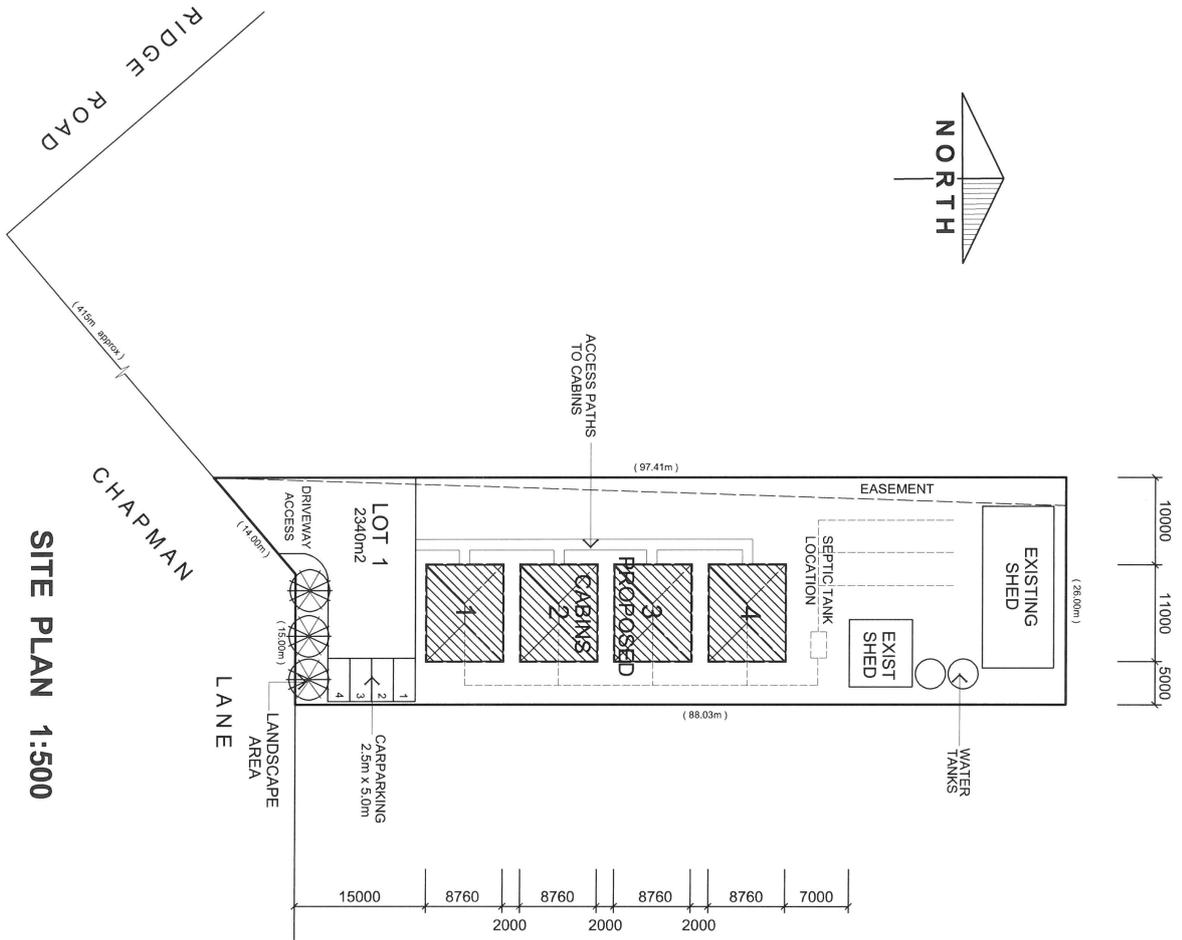
1. That Council issues a Refusal to Grant a Planning Permit for the Use and Development of Group Accommodation at No. 45 Chapman Lane, Tresco for the following reasons:
 - a. Proposal is inconsistent with the State and Local Planning policies, in particular it does not meet the requirements of the following provisions of the Swan Hill Planning Scheme:
 - Clause 14.01-1S – Protection of agricultural land
 - Clause 11.04.01-2S – Sustainable agricultural land use
 - Clause 21.06-1 – Rural areas
 - b. Proposal is inconsistent with the Provisions of the Farming Zone.
2. That Council grants a permit for the Use and Development of Group Accommodation in the Farming Zone at No. 45 Chapman Lane, Tresco, subject to conditions (attachment 2).
3. That Council directs further assessment of the application after the applicant has supplied a Land Capability Assessment.

Recommendations

That Council issues a Refusal to Grant a Permit for the Use and Development of Group Accommodation in the Farming Zone at No. 45 Chapman Lane, Tresco, for the following reasons:

1. Proposal is inconsistent with the State and Local Planning policies, in particular it does not meet the requirements of the following provisions of the Swan Hill Planning Scheme:
 - Clause 14.01-1S – Protection of agricultural land
 - Clause 11.04.01-2S – Sustainable agricultural land use
 - Clause 21.06-1 – Rural areas

2. Proposal is inconsistent with the Provisions of the Farming Zone.



dra no.

2021-040

project

PROPOSED GROUP
ACCOMMODATION CABINS

address

LOT 1 CHAPMAN LANE
TRESKO

client

R. C. P. D.

scale

AS SHOWN

sheet no. 2 of 2

date JUNE 2021

design NK drn NK

JULINC PTY LTD TRADING AS:



DESIGN
11 DYLAN COURT
MILDURA 3500
PHONE 0407 211101
EMAIL 3states@ncable.com.au

Attachment 2 – Proposed Conditions**Proposed conditions for Option 2**

1. Prior to the commencement of the development approved by this permit, the following amended and additional plans to the satisfaction of the Responsible Authority must be submitted to and approved by the Responsible Authority. When approved, the plans will be endorsed and will then form part of this permit. The amended plans must be generally in accordance with the plans submitted with the application but modified to show:
 - a. The cardinal directions on the elevations of the proposed cabins.
 - b. A landscaping plan to include a vegetated screen in accordance with Condition No. 3 of this permit.
 - c. Accurate location of effluent dispersal field in accordance with an approved Land Capability Assessment in accordance with Condition No. 17 of this permit.
 - d. A drainage plan demonstrating the ability to retain stormwater on-site in accordance with Condition No. 12 of this permit.
 - e. An amended site plan to incorporate any measures required by the approved drainage plan and Land Capability Assessment.
2. The layout of the use and development, as shown on the endorsed plans, must not be altered without the prior written consent of the Responsible Authority.
3. Prior to the commencement of the development approved by this permit, a landscape plan to the satisfaction of the Responsible Authority must be submitted to and approved by the Responsible Authority. When approved, the plan will be endorsed and will then form part of this permit. The plan among other things must show:
 - a. A 3 metre wide vegetated screening along the eastern boundary of the lot and a 4 metre wide vegetated screening along the western boundary of the lot.
 - b. The screening vegetation must be a minimum of 3 metres in height at maturity.
 - c. The vegetation screen and additional landscaping is to consist of indigenous native species to the satisfaction of the Responsible Authority.
 - d. The landscape plan must include a schedule of all proposed trees, shrubs/small trees and ground cover and the location of each species to be planted.
4. Prior to the commencement of the use approved by this permit, the landscaping works shown on the endorsed plans must be carried out, completed and thereafter maintained to the satisfaction of the Responsible Authority.
5. Prior to the commencement of the use approved by this permit, the owner(s) of the subject land must enter into an agreement with the Responsible Authority and in accordance with Section 173 of the Planning and Environment Act, 1987. The agreement must provide for:

- a. Only individuals working within the agriculture industry may use the group accommodation, approved by the Planning Permit No. 2021-083, for the purpose of conducting their work, to the satisfaction of the Responsible Authority.
- b. The accommodation must not be used as permanent, long-term residences, to the satisfaction of the Responsible Authority.
- c. The vegetated screening and the landscaping shown on the endorsed plan must be maintained at all times including the replacement of dead vegetation when needed, to the satisfaction of the Responsible Authority.
- d. The owner(s) of the land agrees to perform the ongoing maintenance of stormwater retention measures required to retain stormwater on-site in accordance with the approved drainage plan endorsed under Planning Permit No. 2021-083, to the satisfaction of the Responsible Authority.

Application must be made to the Registrar of Titles to register the Section 173 Agreement on the title to the land under Section 181 of the same Act prior to the commencement of the use and development.

The owner(s) must pay all costs (including Council's costs) associated with the preparation, execution, registration and (if later sought) cancellation of the Section 173 Agreement.

6. Prior to the commencement of the use approved by this permit, no fewer than four (4) car parking spaces must be provided on the land for the use and development in accordance with the endorsed plan(s) to the satisfaction of the Responsible Authority
7. Prior to the commencement of the use approved by this permit, provision shall be made for the appropriate storage and disposal of garbage. All garbage storage areas must be screened from public view to the satisfaction of the Responsible Authority.
8. Prior to the commencement of the use approved by this permit, all external lighting must be designed, baffled and located so as to prevent adverse effects on adjoining land, to the satisfaction of the Responsible Authority.
9. Prior to the commencement of the use approved by this permit, the dwellings must be connected to a reticulated potable water supply, or have an alternative potable water supply with adequate storage for domestic use as well as for firefighting purposes.
10. No more than three (3) people are to reside in an individual dwelling at any time, with the maximum occupancy rate being twelve (12) people at any time for the four (4) dwellings approved by this permit.
11. The amenity of the locality must not be adversely affected by the activity on the site, the appearance of any buildings, works or materials from the premises must be maintained to the satisfaction of the Responsible Authority.

Engineering Conditions

12. Prior to the commencement of the development approved by this permit, a drainage plan with computations prepared by a suitably qualified person to the satisfaction of the Responsible Authority must be submitted to the Responsible Authority for approval. When approved, the plan will be endorsed and will then form part of the permit. The plans must be drawn to scale with dimensions and must be in accordance with Council's Infrastructure Design Manual.
13. Prior to the commencement of the use approved by this permit, all drainage works required by the approved drainage plan must be completed to the satisfaction of the Responsible Authority.
14. Prior to the commencement of the use approved by this permit, the permit holder shall ensure that storm water runoff from all buildings, tanks and paved areas must be retained on-site in accordance with an approved drainage plan, to the satisfaction of the Responsible Authority.
15. Prior to the commencement of the use approved by this permit, the area set aside for the parking of vehicles, as per Condition No. 6, and access lanes as shown on the endorsed plans must be:
 - a. Constructed;
 - b. Properly formed to such levels that they can be used in accordance with the plans;
 - c. Surfaced with all-weather gravel;
 - d. Drained and maintained;

to the satisfaction of the Responsible Authority. Car spaces, access lanes and driveways must be kept available for these purposes at all times, to the satisfaction of the Responsible Authority.
16. Prior to the commencement of the use approved by this permit, the vehicular crossing as shown on the endorsed plan, shall be constructed to the satisfaction of the Responsible Authority, and must:
 - a. Be designed to comply with the sight line requirements for the Access Driveways as detailed in AS 2890.01;
 - b. Be constructed at right angles to the road, and any redundant crossing shall be removed and reinstated;
 - c. Be setback a minimum of one (1) metre from any side-entry pit, power or telecommunications pole, manhole cover or marker, and a minimum of 2.5 metres from the trunk of any street tree.

Health Conditions

17. Prior to the commencement of the development approved by this permit, a Land Capability Assessment (LCA) shall be submitted to the Responsible Authority and approved by Council's Environmental Health Officer. Once the LCA has been approved, the LCA will be endorsed and will form part of this permit.

18. Prior to the commencement of the use approved by this permit, all the recommendations and requirements of the Land Capability Assessment Report must be implemented and complied with to the satisfaction of Council's Environmental Health Officer.
19. Prior to the commencement of the use approved by this permit, the accommodation must be fitted with a wastewater treatment and disposal system to a design approved by Council's Environmental Health Officer and such that all effluent is disposed of within the boundaries of the allotment, to the satisfaction of the Responsible Authority.

Permit Expiry

20. This permit will expire if one of the following circumstances applies:
 - a. The development is not commenced within two (2) years of the date of this permit.
 - b. The development is not completed within four (4) years of the date of this permit.
 - c. The use is not commenced within two (2) years of the completion of the development.

The Responsible Authority may extend the periods referred to if a request is made in writing before the permit expires, or within six months afterwards.

If a request is made outside of the above time, the responsible authority cannot consider the request and the holder of this permit cannot apply to the Victorian Civil and Administrative Tribunal (VCAT) for a review of this matter.

Notes

1. All building works associated with this development must be in accordance with the Building Act 1993, Building Regulations 2018 and the Building Code of Australia.
2. A building permit will be required for the building work associated with this development.
3. A works within the road reserve permit will be required from Council prior to commencement of any works within the road reserve area (crossovers).
4. A separate permit must be obtained from Council's Public Health Services Department prior to installation of the septic tank system.

B.21.88 LOCAL LAW SWAN HILL REGIONAL LIVESTOCK EXCHANGE

Responsible Officer: Director Infrastructure
File Number: S16-06-02
Attachments: 1 [↓](#) Swan Hill Rural City Council's Regional Livestock Exchange Local Law

Declarations of Interest:

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

Summary

This report seeks a Council resolution to declare a new Local Law governing the operations of the Swan Hill Regional Livestock Exchange (SHRLE) following the public consultation which concluded on the 21 September.

This Local Law is a local law made and notice given under Division 3, Part 3 of the *Local Government Act 2020*.

Discussion

The Swan Hill Regional Livestock Exchange provides a valuable facility for local producers, buyers and processors to sell and purchase cattle, sheep and goats.

The Local Law is designed to clarify the expectations from Council and any person or company trading through the yards and ensure compliance with legislative and accreditation requirements.

The Local Law comprises of several parts:

- Roles and responsibilities of SHRLE staff and Selling agents,
- Sale days and selling outside those agreed dates,
- Behaviours expected from anybody operating within the SHRLE,
- Legal obligations and safety,
- Incidents and reporting,
- Movement of stock within the yards,
- Penalties for breaches, and
- Template Selling Agent Agreement

SHRCC is responsible for providing a safe workplace for its staff, contractors and visitors. Tools such as site inductions, industry recognised training and ticketing, refresher training, incident and near miss notifications, alongside clear expectations for all parties, go a long way in ensuring Council discharges its responsibilities for safety.

Initially, Council officers drafted Agent Agreements to ensure there are clear rules of how Agents and their staff will operate from the Council owned facility to ensure compliance with legislation and accreditation are maintained. Those agreements were not executed by the Selling Agents.

Consultation

In drafting this Local Law, officers reviewed available documents for similar saleyards in Bendigo, Ballarat and Horsham and sought advice from the National Saleyards Association.

The Draft Local Law has been advertised and open for comments for 28 days from the 24 August 2021 until the 21 September 2021 following a Council resolution to release the document on the 17 August 2021.

During the consultation period, four (4) submissions were received:

- One not supporting the Local Law in favour of having a code of conduct;
- One fully supporting with the following comment: "For the protection of the local livestock industry & effective management of the stock provided by our local producers, this is an excellent way to provide clarity of expectations & legal requirements. Provides accountability for those that choose to ignore standards. Accountability to the staff that operate the exchange as well."
- Two supporting with suggested wording, numbering or readability changes which were completed by officers.

No submissions were received from any of the agents, who notified officers of their intent to meet to discuss. Council staff were available at the date and time but the meeting didn't proceed to the best of officers' knowledge. Agents have advised that they have sent the document to their legal practitioners for advice. No correspondence was received from any legal practitioners as of the date of the report preparation, 8 October 2021.

Based on the feedback received as part of the public consultation the declaration of this Local Law will be well received by some.

Financial Implications

There are no increased costs from implementing the recommendation. Avoided costs due to reduction in incidents are possible, although not materially significant.

Social Implications

Clear expectations and roles and responsibilities will minimise misunderstandings and create a professional working environment.

Economic Implications

Creating clarity to ensure a compliant and safe work environment will enable ongoing provision of the facility for the community benefit.

Environmental Implications

Stock curfew, health and wellbeing will improve the quality of stock and minimise the waste generated from the facility.

Risk Management Implications

The Local Law and the Agent Agreements will mitigate the risks of role confusion, non-compliance and potential for loss of accreditation for the yards.

It is expected that not all stakeholders will be willing to comply with the requirements in the Local Law and/or Agent Agreement.

Council Plan Strategy Addressed

Infrastructure - Infrastructure that appropriately services community needs.

Options

1. Declare the Local Law as presented.
2. Amend the draft Local Law.
3. Amend the draft Local Law and release for further 28 days of community consultation.
4. Not support the creation of the Local Law and instruct officers to ensure agreements to be signed by any party intending to operate within the SHRLE.
5. Do nothing and continue to operate without any changes.

Recommendations

That Council:

1. **Note the results of the community consultation on the draft Local Law.**
2. **Commence all actions necessary under Part 3 Division 3 of the Local Government Act 2020 for the declaration of the Swan Hill Rural City Council's Regional Livestock Exchange Local Law.**



Regional Livestock Exchange DRAFT Local Law



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Part 1 – Preliminary

1.1 Legislation

Swan Hill Rural City Council's Regional Livestock Exchange Local Law is a Local Law made under section 71(1) of the Local Government Act 2020 and is referred to herein as "this Local Law". This Local Law is consistent with, and makes reference to, the following Legislation and associated Codes of Practice:

- Domestic Animals Act 1994
- Impounding of Livestock Act 1994
- Infringements Act 2006
- Prevention of Cruelty to Animals Act 1986

1.2 Objectives

The objectives of this Local Law are to:

- a) provide for the effective administration and management of the Swan Hill Regional Livestock Exchange by formalising the appointment of a Saleyard Manager to manage the Saleyards for Council.
- b) assist in the documentation of procedures and the expectations of Swan Hill Regional Livestock Exchange users such that accreditation to the National Saleyards Quality Accreditation (NSQA) can be achieved.
- c) provide for the setting and collection of fees from Stock Agents and Vendors selling livestock through the Swan Hill Regional Livestock Exchange and to prescribe the level of those fees.
- d) enable the Swan Hill Regional Livestock Exchange Manager to prescribe the days and hours during each day on which sales can be held at the Swan Hill Regional Livestock Exchange.
- e) protect Council assets and facilities at the Swan Hill Regional Livestock Exchange.
- f) promote and enforce appropriate adherence to occupational health and safety practices at the Swan Hill Regional Livestock Exchange.
- g) control and prevent behaviour within the Swan Hill Regional Livestock Exchange which is a nuisance, or which may be detrimental to health and safety.
- h) control the use of the Swan Hill Regional Livestock Exchange at all times.
- i) control the use of dogs at the Swan Hill Regional Livestock Exchange.
- j) regulate smoking and the consumption of alcohol at the Swan Hill Regional Livestock Exchange.
- k) provide for fair and reasonable treatment of animals, and the application of adequate animal husbandry practices at the Swan Hill Regional Livestock Exchange.

1.3 Power to Make this Local Law

Council's authority to make this Local Law is contained in Division 3 of the Local Government Act 2020.

1.4 Commencement date

This Local Law comes into operation on the day on which it is made by Council.

1.5 Application of the Local Law

This Local Law applies to the Swan Hill Regional Livestock Exchange identified in the map forming Schedule 2 and described in this same Schedule.

1.6 Definitions

In this Local Law

Act:	means the Local Government Act 2020.
Agent Licence Agreement:	means the agreement between Council and a Selling Agent which defines the conditions upon which Stock Agents may use the Saleyards for the selling of livestock as referred to in Clause 4.1(a) of this Local Law.
Authorised Officer:	means a person appointed by the Council to be an authorised officer under section 224 of the Local Government Act 1989 and any subsequent legislation.
Council:	means SWAN HILL RURAL CITY COUNCIL.
Holding pens:	are those livestock pens which have accessible water supplies and may or may not be used for auction purposes.
Livestock:	means an animal (including a bird) of any species used in connection with primary production or kept or used for recreational purposes or for the purposes of recreational sport, other than a dog or cat.
Livestock Cartage Contractor:	means any company, partnership or person engaged in the transport of livestock to and from the Saleyards and includes all agents and employees of such carriers.
Non-working Dogs:	are dogs not used for the purpose of guiding the movement of livestock within the Saleyards.
Owner:	includes the vendor and purchaser of stock, but may also include the owner of a pet.

Penalty unit:	has the same meaning as in the Sentencing Act 1991.
Purchaser:	means any person who purchases livestock at the Saleyards.
Saleyards:	means the area of land occupied by and for the operations of the Swan Hill Regional Livestock Exchange located as shown and described in Schedule 2.
Saleyards Supervisor:	means the person appointed by Council in charge of the day to day running of the Swan Hill Regional Livestock Exchange.
Saleyards Manager:	means the person appointed by Council from time to time as the manager of the Saleyards.
Selling Agent:	means a person who has entered into an Agent Licence Agreement with the Saleyards Manager pursuant to Clause 2.6 (a).
Vendor:	means a person or company whose livestock are offered for sale at the Saleyards.

1.7 Empowerment Provision

Under the terms of the Local Government Act 2020, Council has discretionary authority to:

- a) create a Local Law.
- b) appoint a Saleyards Manager and staff to carry out the day to day operations of the Saleyards;
- c) set operating procedures for the Saleyards;
- d) set fees, dues and charges for the Saleyards; and
- e) enter into Agent Licence Agreements with Selling Agents, for the purposes of this Local Law.

Part 2 – Use of the saleyards

2.1 Use of Swan Hill Regional Livestock Exchange

The conditions of consent to use the Saleyards are as follows:

An agent proposing to use or operate at the Saleyards shall first obtain the written consent in the form of "Agent Licence Agreement" (Schedule 3) from the Chief Executive Officer, Swan Hill Rural City Council or his/her delegate.

A consent granted under this clause is conditional on the applicant providing an indemnity to the Council against all suits, actions, proceedings, claims, demands, costs, expenses, losses and damages for which it becomes or may become liable in respect of, or arising out of, any personal injury or loss or damage of property suffered by any persons in connection with the agents use of the Saleyards.

Every agent operating within the Saleyards shall be responsible for the payment to the Council of the dues and fees prescribed and any variations from time to time of these dues and fees.

Use of the Saleyards will include the use of allocated pens, ramps and drafts on regular sale days, and the provision for special sales.

2.2 Allocation of Sale Days

- a) Allocation of sale days at the Saleyards throughout the year shall be undertaken by the Saleyards Manager in consultation with the Selling Agents.
- b) The Saleyards Manager may consent to the holding of special sales. Such sales must be booked in accordance with the Saleyard Booking Procedure found in NSQA manual section 2.1.2. The holding of special sales is at the discretion of the Saleyards Manager who may require the payment of a cash bond. In the event that a bond is required, the Saleyards Manager must refund the bond if the special sale is held and all fees and charges payable under this Local Law have been paid.

Sales Before and After Opening or Closing of Market or on Non Sale Days.

No person may offer animals for private or public sale in the Saleyards before the commencement of or after the conclusion of, the market, nor upon a day not fixed as a day upon which the market is open without the written approval of the Saleyards Manager.

2.3 Pre-Sale Notifications

- a) Each Selling Agent proposing to sell livestock at a sale must notify the Saleyards Manager in accordance with the Saleyards Operating Procedure. The Saleyards Manager may refuse to accept late notifications.
- b) Each Selling Agent has a duty to ensure that notifications of livestock numbers and livestock classifications given to the Saleyards Manager are reasonably accurate.

2.4 Penning of Livestock

- a) The receipt, handling and delivery of stock shall be the responsibility of the selling agent, offering stock for sale at the Saleyards.
- b) A person must not pen livestock at the Saleyards more than 24 hours prior to the commencement of the sale at which the livestock is to be sold, unless prior permission is obtained from the Saleyards Manager.
- c) The owner of livestock must ensure that such livestock are removed no later than 3.00pm on the first day after the sale unless prior permission is obtained from the Saleyards Manager. After this period, the Saleyards Manager may direct that livestock be adequately fed, watered and relocated to holding yards. An owner of livestock must comply with such direction.
- d) Livestock so provided with feed must be allowed sufficient time to consume feed prior to relocation.
- e) Livestock in all holding pens must be provided with accessible water supplies and appropriate levels of feed by the owner or the owner's livestock agent by booking from the site hay stacks
- f) The Saleyards Manager may provide feed and water for penned livestock to ensure animal welfare and may recover the expenses incurred from the owner.
- g) A person must not unload or pen livestock at the Saleyards which are not connected with a sale at the Saleyards unless permission is first obtained from the Saleyards Manager and the appropriate fee, as determined in accordance with the Fee Schedule, is paid. The Saleyards Manager may allocate pens and yards for the holding of such stock.
- h) Notwithstanding Clause 2.4 (g) livestock (other than diseased livestock) may be penned in emergency situations, subject to the Saleyards Manager being advised immediately thereafter. An emergency situation is defined as a vehicular break down, livestock loading problems or in-transit animal welfare difficulties.

2.5 Stray Stock

Unauthorised livestock found to be present in the Saleyards, before or after the nominated times in 2.2 a) and 2.2 b), shall be considered to be stray, unclaimed or abandoned livestock. Livestock identified as stray, unclaimed or abandoned shall be dealt with in accordance with the provisions of the Impounding of Livestock Act 1994.

2.6 Selling Agents and Fees

- a) A Selling Agent shall not sell livestock at the Saleyards unless the Selling Agent has signed an Agent Licence Agreement with the Council.
- b) Council may, from time to time, determine the fees, yard dues and charges to be paid by Selling Agents which may include an administrative or processing fee or charge. All fees, yard dues and charges shall be as set out in Council's Annual Fees & Charges schedule which is made available for inspection by the public.
- c) Council must give notice of any proposal to alter fees, yard dues and charges at least 28 days prior to adopting the proposal.
- d) All fees, yard dues and charges, must be paid within 14 days of issue of an invoice.
- e) Council may determine an interest rate to be levied on late payments of fees, yard dues and charges. The interest rate shall be advised in the Agent Licence Agreement.

- f) The Saleyards Manager may direct a Selling Agent or vendor who has defaulted in the payment of any fees, yard dues, charges or penalties not to take part in any sale and such person must comply with that direction.
- g) Default in payment of any fees, yard dues, charges or penalties may result in cancellation of the relevant Agent Licence Agreement with the defaulting Agent by the Saleyards Manager.

2.7 Responsibility for Livestock

- a) The security and care of livestock is the responsibility of the owner or the owner's appointed agent at all times.
- b) All livestock penned at the Saleyards prior to or following a planned livestock sale event are placed there at the risk of the owner of the stock. The owner must ensure that livestock are appropriately cared for whilst livestock remain at the Saleyards.
- c) A person must only feed livestock in those areas of the Saleyards designated by the Saleyards Supervisor for that purpose with agent supplied fodder or feed, and must be accompanied with a fully completed commodity vendor declaration as per Biosecurity management plan.



Part 3 – Behaviour

3.1 Offensive/Dangerous

Unless otherwise authorised by Council, a person must not, while in the Saleyards:-

- a) Behave in a manner which disturbs or obstructs any person in the use of the Saleyards.
- b) Offend against decency whether by means of language, conduct or dress.
- c) Smoke within the Saleyards (which is a Public Area).
- d) Damage, destroy, write on, interfere with, remove or affix anything to any building, improvement or structure of any kind, or the unimproved area of the Saleyards, without the permission of the Saleyards Manager.
- e) Consume, or have in his or her possession, in an unsealed container, any alcohol.
- f) Throw, deposit or leave any refuse or rubbish therein except in such bins or container as may be provided for that purpose.
- g) Refuse or neglect to carry out the reasonable directions or request of the Saleyards Manager or Supervisor.
- h) The owner of the livestock shall be deemed responsible for offering their livestock for sale free of disease and fit for sale. Failing to do so is considered to be an offence.

3.1.1. Exclusion from the Swan Hill Regional Livestock Exchange.

- 3.1.1.a) Any person who behaves in a manner which in the opinion of the Manager of Saleyards Supervisor is undesirable, offensive or not in the best interests of the Saleyards may be excluded from the Saleyards as directed by the Manager for such period as the Manager may direct.
- 3.1.1.b) Any person not complying with a direction from the Manager given under this delegation shall be guilty of an offence.

3.2 Dogs

- a) A person must not while in the Saleyards:-
 - i. Allow their dog to roam at large.
 - ii. Allow their dog into any building.
- b) The owner of any dog which is in the Saleyards must keep the dog effectively muzzled at all times.
- c) The owner of any dog which is in the Saleyards must keep the dog under effective control at all times.
- d) For the purposes of Clause 3.2, the owner of a dog includes any person using or in charge of the dog.
- e) Non-working Dogs are prohibited within the Saleyards.
- f) Bitches on heat are prohibited within the Saleyards.

3.3 Vehicles

- a) The Saleyards Manager may designate an area of the Saleyards as a truck washing area.
- b) A person must not use the truck washing area in the Saleyards for the cleaning of a vehicle unless that vehicle is specifically used for livestock transportation or unless specific permission is granted by the Saleyards Supervisor.
- c) A person must not leave a vehicle standing in the Saleyards so that any part of the vehicle:-
 - I. obstructs entrances, exits or ramps; or
 - II. interferes in any way with the proper movement of vehicular, pedestrian or animal traffic.

3.4 Dead/Injured Stock

A person must not unload dead or injured livestock into the Saleyards unless as part of an emergency procedure as defined in Clause 2.4(h).

3.5 Hindrance of Staff

A person must not hinder the Saleyards Supervisor or an Authorised Officer in the performance of their duties.

3.6 Moving Stock

A person must not move livestock in the Saleyards without the permission of the owner of the livestock or the Saleyards Supervisor.

Removing the Stock

- a) No person other than an authorised person shall remove any livestock from the Saleyards.

For the purposes of this clause "authorised" means authorised by the relevant owner, agent or other representative of the relevant owner, or Saleyards staff.

3.7 Unsafe Areas/Dangerous Practices

- a) The Saleyards Supervisor may designate any area or structure in the Saleyards as being unsafe or as an area or structure limited to specific persons.
- b) A person must not be found in an area or on a structure contrary to the Saleyards Supervisor's designation.
- c) A person must not open any gate or the lock or fastening mechanism of any gate if such opening:-
 - i. is likely to lead to the escape of any livestock;
 - ii. is in a designated area or structure as defined in this clause; or
 - iii. places any person at risk.

3.8 Selling of Sundry Items

- a) A person must not sell anything at the Saleyards other than livestock sold in accordance with this Local Law without the permission in writing of the Saleyards Manager.
- b) Notwithstanding Clause 3.8a) the Saleyards Manager may, at his or her discretion, allow a person to sell goods if, in the opinion of the Saleyards Manager, such goods are ancillary to stock, livestock husbandry or are ancillary to the operations of the Saleyards.
- c) Fees and charges may be applicable for such trading and such fees and charges shall be prescribed annually in Council's Fees and Charges Schedule.

3.9 Access to Saleyards

- a) A person must not enter or remain upon the Saleyards unless there for a lawful purpose associated with the conduct of sale of livestock or an activity authorised by the Saleyards Manager.



Part 4 – Agent Licence Agreement

4.1 Application for an Agent Licence Agreement

- a) The Saleyards Manager may prepare or cause to be prepared an Agent Licence Agreement regulating the selling of livestock from the Saleyards. The form of the Agent Licence Agreement must be made available for inspection by the public.
- b) A person who wishes to apply to sell livestock from the Saleyards must apply in writing to the Saleyards Manager, sign an Agent Licence Agreement and pay any fee as set out in Council's Fees and Charges Schedule.

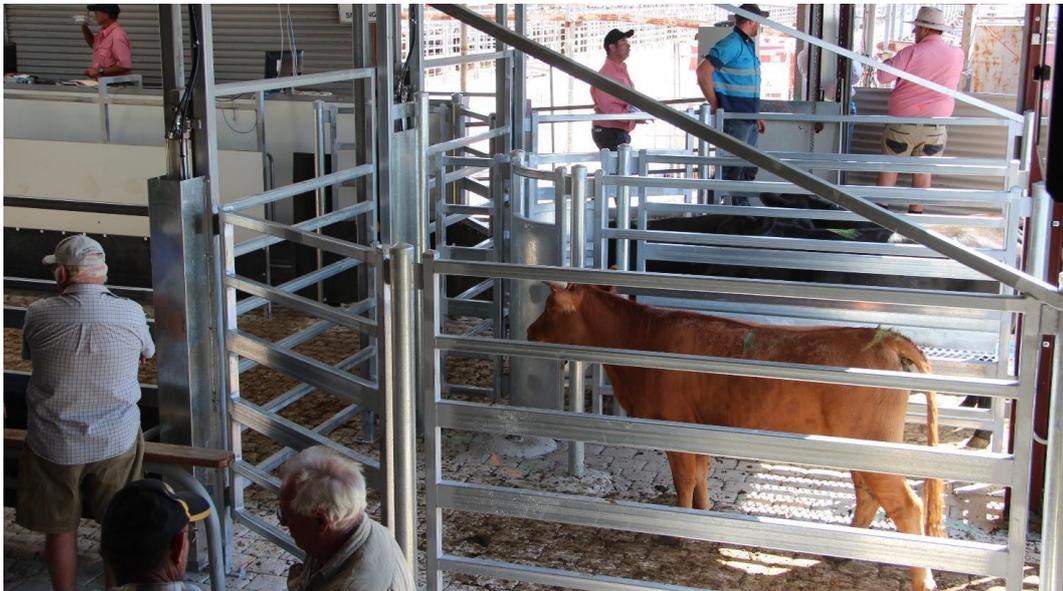
4.2 Livestock Cartage Contractors

A Livestock Cartage Contractor must in connection with the Saleyards:

- a) Comply with all lawful directions of the Saleyards Manager or Supervisor in relation to transport, loading and unloading of livestock at the Saleyards;
- b) Comply with all relevant legislation and regulations governing the transport of Stock;
- c) Comply with all relevant legislation and regulations in relation to the carrier's vehicles;
- d) Comply with all relevant legislation, regulations, codes of practice, Saleyards Operating Procedures and this Local Law in respect of the use and operation of the Saleyards and all occupational health and safety matters.

4.3 Reporting

The Saleyards Manager may report any matter to any appropriate authority if, in his/her opinion, such matter warrants an investigation.



Part 5 – Enforcement and penalties

5.1 Offences

- a) Where any provision in this Local Law requires that something may not be done at all, any person who does that act is guilty of an offence.
- b) Where any provision in this Local Law requires that a person obtain a consent or Agent Licence Agreement from the Saleyards Manager before engaging in any particular activity, that person is guilty of an offence if that person engages in that activity without a current consent or Agent Licence Agreement from the Saleyards Manager (unless Council or the Saleyards Manager in their discretion have waived the requirement for a consent or Agent Licence Agreement for a specified period of time).
- c) Where any consent or Agent Licence Agreement under this Local Law contains conditions, any person who contravenes or fails to comply with a condition of a consent or Agent Licence Agreement is guilty of an offence.
- d) Where any provision in this Local Law requires that something must be done, any person who fails to do that act is guilty of an offence.

5.2 Penalties

If a person commits an offence against this Local Law, that person is liable to a penalty not exceeding 20 penalty units.

5.3 Infringement Notices

- a) As an alternative to a prosecution, an Authorised Officer may issue an infringement notice for offences specified in Schedule 1 of this Local Law in accordance with the Infringements Act 2006.
- b) Schedule 1 of this Local Law sets out the infringement penalty which is fixed in respect of each offence for which an infringement notice may be issued.
- c) Each penalty in Schedule 1 of this Local Law may be doubled in the event that a second or subsequent offence is committed within a 12 month period.

Schedule 1 - Infringement Penalties in respect of offences against this Local Law.

Clause.....	Offence	Penalty Units
2.3 (fg) Unauthorized unloading or penning of livestock not for sale	1
2.6 (c) Feeding livestock in non feeding area	1
3.1 (a) Offensive behaviour	1
3.1 (b) Smoking in the Saleyards	1
3.1 (c) Damage to building, improvement, structure or unimproved area	2
3.1 (d) Consuming alcohol	1
3.2 (a) Dog roaming or in building	1
3.2 (b) Unmuzzled dog	1
3.2 (c) Ineffective control of dog	1
3.2 (e) Non-working Dogs in Saleyards	1
3.2 (f) Bitches on heat in Saleyards	1
3.3 (b) Use of truck wash by non Livestock Transporter	1
3.3 (c) Vehicle obstruction	1
3.4 Unload of dead or injured livestock to Saleyards	1
3.5 Hindrance of Staff	1
3.6 Unauthorised moving of livestock	1
3.7 (b) Access to unauthorised area	1
3.7 (c) Effects of opening of gates	1
3.8 (a) Unauthorized sales	1
3.9 Entry into Saleyards without reason and trespass	1

Schedule 2 - Location of Swan Hill Regional Livestock Exchange

The Swan Hill Regional Livestock Exchange site comprises 1.6 hectares of land approximately five kilometres from the centre of Swan Hill.

The land is within one allotments: Lot 6 PS400972F.



Schedule 3 - Agents Licence Agreement

Terms and Conditions of Contract to Operate

From and Within the Swan Hill Regional Livestock Exchange

I/We.....

Of

Agree to observe and be bound by the express and implied contractual terms and conditions to operate from and within the *Swan Hill Regional Livestock Exchange*. These include, but are not limited, to the following:

Covenant to observe and adhere to all relevant Local, State and/or Federal laws, whether express or implied, as far as they relate to this contract or the direct or indirect use or dealings of or in connection with the *Swan Hill Regional Livestock Exchange*.

Responsibilities of Council

Council is responsible for ensuring overall compliance of the livestock exchange with the industry standard.

Responsibilities include:

- to provide for the administration and management of the Council owned and operated Livestock Exchange
- to protect Council assets and facilities and maintain these in a condition suitable for the intended use of the Livestock Exchange
- to provide a safe and healthy environment
- to promote and enforce appropriate adherence to occupational health and safety practices at the Livestock Exchange
- to provide and maintain a NLIS compliant system and work collaboratively with all agents operating at the Livestock Exchange

Responsibilities of the Agent

Code of Conduct

A person must not whilst in the Exchange:

- behave in a manner which disturbs or obstructs any person in the use of the Exchange.
- throw, deposit or leave any refuse or rubbish therein except in such bins or containers as may be provided for that purpose.
- distribute any poster, notice, advertisement, handbill, placard or like except with the permission of the Regional Livestock Exchange Team Leader or Supervisor.
- without authority from the Regional Livestock Exchange Team Leader or Supervisor post or affix bills on or otherwise wilfully or negligently deface or damage any part of the buildings, fences, pavements, equipment or machinery of such Exchange.
- refuse or neglect to carry out the reasonable directions or request of the Regional Livestock Exchange Team Leader or Supervisor,
- the agent of livestock shall be deemed responsible for offering their livestock for sale free of disease and fit for sale. Failing to do so is considered to be an offence.

Any person who behaves in a manner which, in the opinion of the Regional Livestock Exchange Team Leader or Supervisor is undesirable, offensive or not in the best interests of the Exchange, may be excluded from the Exchange as directed by the Regional Livestock Exchange Manager or their delegate for such period as the Regional Livestock Exchange Manager may direct.

Public Liability

The agent shall at all times during the term of the agreement be the holder of a current Public Liability Policy for an amount of not less than \$10 Million and which provides Principals liability cover. A Certificate of Currency of such insurance must be included in the registration of this Contract and forwarded to *Swan Hill Rural City Council* annually.

The Agent shall inform *Swan Hill Rural City Council* as soon as practical and without undue delay of any alternations or changes to the Public Liability Insurance cover, including a cancellation, discontinuance of the Policy or any other change that may adversely affect the Swan Hill Rural City Council.

The agent must indemnify, keep indemnified and hold harmless the Council and it's Councillors and staff from and against all actions, claims, losses, damages, penalties, demands or costs consequent upon occasioned by or arising from any negligent action by the agent including any obligation of the agent under this agreement.

Industry Standards

Ensure that all employees and contractors of the Agent are accredited under any livestock industry standards, National Saleyards Quality Assurance (as applicable), Occupational Health and Safety Schemes, and Swan Hill Rural City Council Occupational Health and Safety policy and guidelines, are inducted in the yards and maintain such accreditation during the term of the Contract.

Fees and Dues

The Council shall, by resolution, from time to time, prescribe fees and dues which shall be payable by Agents for the selling or offering for sale of livestock in the Exchange or for the use of the Exchange. The payment of all fees and charges as determined Swan Hill Rural City Council is the responsibility of the Agents who must make such payment within fourteen days (14) of receipt of the tax invoice from *Swan Hill Rural City Council*.

Sales

Special Sales

Special sales may be held on days approved by the Regional Livestock Exchange Manager/Team Leader or Supervisor as Council's delegate. An applicant who desires to hold a special sale must apply in writing to the Regional Livestock Exchange Manager/Team Leader or Supervisor not less than 14 days before the proposed sale. The Regional Livestock Exchange Manager/Team Leader or Supervisor may grant the use of the whole or part of the Exchange to a person for a day which is not a regular sale day.

Pre-sale Procedure

- Agents must notify the Regional Livestock Exchange Team Leader or Supervisor 48 hours prior to a proposed sale at the Exchange about the approximate number of livestock to be sold and the classification of the livestock to be sold.
- The Regional Livestock Exchange Team Leader or Supervisor may refuse to accept late notifications, and refuse permission to proceed with a sale.
- Agents have a duty to ensure, as far as practicably possible, that notification of stock numbers and stock classifications are accurate.
- Each selling agents must only use selling pens and ramps allocated to them unless by mutual consent with the selling agent to which the pens have been allocated.

- All hours of selling and times for the commencement of auctions will be determined by the Regional Livestock Exchange Manager/Team Leader or Supervisor after consultation with selling agents.

Penning of Stock

- The receipt, handling and delivery of stock shall be the responsibility of the selling agent, offering stock for sale at the Exchange.
- A person must not pen stock at the Exchange more than 24 hours prior to the commencement of the sale at which the stock is to be sold, unless prior permission is obtained from the Regional Livestock Exchange Team Leader or Supervisor.
- Stock must be removed no later than 3:00pm on the first day after the sale.
- The Regional Livestock Exchange Team Leader or Supervisor may permit stock to be left at the Exchange longer than the specified time, provided that the agent or owner make suitable arrangements to water and feed the stock to the satisfaction of the Regional Livestock Exchange Team Leader or Supervisor.
- Animals so provided with feed must be allowed sufficient time to consume feed prior to relocation.
- Stock must be provided with accessible water and appropriate levels of feed by the owner or agent acting on their behalf.
- The Regional Livestock Exchange Team Leader or Supervisor may provide feed and water for penned stock to ensure animal welfare and may recover the expenses incurred from the owner.
- No person shall feed stock held in the selling pens.
- Agents must not receive, sell, expose or offer for sale within the Exchange livestock, which are not in a healthy condition.

After hours use of stock yards

- No individual or group shall utilize the market area for out of sale hours uses without the express written permission of Council, detailing the time, date and circumstances of such approved use.
- A person must not unload or pen stock at the Exchange which are not connected with a sale without the permission of the Regional Livestock Exchange Team Leader or Supervisor.
- All stock passing via the exchange on consignment to other destinations without involvement in a sale within the Exchange will be subject to normal yard fees, at the discretion of the Regional Livestock Exchange Manager. Such stock will be scanned and movement recorded.
- No person other than an authorised person shall remove any livestock from the Exchange. For the purposes of this clause "authorised" means authorised by relevant owner, agent or other representative of the relevant owner, or Exchange staff.

Mob Based Movements

Agents must ensure that staff working for the agency understand the legal requirements which apply to mob-based movement recording for sheep and goats.

Ensure that the following information will be supplied to the Swan Hill Regional Livestock Exchange Team Leader or Supervisor for uploading to the National Livestock Identification System:

- (a) the date of sale;
- (b) the total number of animals for each vendor consignment sold or passed in;
- (c) the PIC of the property from which the consignment was dispatched (From PIC);
- (d) the National Vendor Declaration (NVD) serial number; and
- (e) the PIC of the destination property or abattoir (To PIC); and

- (f) the PICs present on all tags attached by the previous owners for all sheep or goats in the vendor consignment (in the case of non-vendor bred sheep or goats where pink post-breeder NLIS sheep tags have not been affixed by the vendor).

Maintain full transaction records of all Mob Based Movement Records (MBMR) for two years and make these records available upon request, if required, for audit purposes;

Ensure that no portable scanning equipment assigned to agents to collect, manage and distribute data, leaves the livestock exchange:

- assigned equipment is maintained in good working order at all times
- any broken or lost equipment is to be promptly replaced at the expense of the agent.

Livestock Identification

The selling agent must keep a true and correct record the following details about the sale of each animal in each lot under their care in a saleyard and provide the information to the saleyard operator to enable cattle movements to be registered on the NLIS database.

- Date
- Vendor PIC
- Buyer PIC
- NVD serial number

Where the buyer is a livestock agent and is uncertain of the destination PIC, the agent may provide their Agents's PIC to the saleyard, but then are required to transfer the cattle to the correct destination PIC, on the NLIS database within seven days as per NLIS (Cattle) traceability standards ref S1.3.5

Sale records must be available for confidential examination by the Council for statistical and traceability purposes.

Dogs

An Agent must not in the Exchange:

- a) without the permission of the Regional Livestock Exchange Team Leader or Supervisor use at any time more than two dogs to muster, drive or draft livestock.
- b) permit any dog under his or her control not to be muzzled effectively whilst within the Exchange.
- c) permit any dog to roam at large within the Exchange or act outside of effective control.

Livestock Cartage Contractors

A livestock cartage carrier shall comply with:

- a) all lawful direction of the Regional Livestock Exchange Team Leader or Supervisor in relation to the use of the Exchange
- b) all relevant legislation and regulations governing the transport of livestock.
- c) all relevant legislation, regulation and codes of practice affecting animal welfare and animal husbandry.
- d) all relevant legislation and regulation in relation to the carrier's vehicles.
- e) all relevant legislation, regulation, codes of practice and this Local Law in respect of use and operation of the Exchange and all occupational health and safety issues.

Reporting

The Regional Livestock Exchange Team Leader or Supervisor may report any matter to any appropriate authority if, in his/her opinion, such matter warrants investigation.

Any faults and major maintenance issues must be reported to the Swan Hill Regional Livestock Exchange Team Leader or Supervisor within twenty-four (24) hours of ascertaining the fault or issue.

The Agent acknowledges that the *Swan Hill Rural City Council* has the right to deny access to the *Swan Hill Regional Livestock Exchange* to any Agent or Agent Representative who fails to abide by any of the terms and conditions contained in this agreement.

The parties agree to:

- Maintain a strong and sustained collaborative relationship;
- Undertake their respective responsibilities as outlined in this agreement;
- Refer any disputes relating to this agreement with the Chief Executive Officer of Council and the Swan Hill Livestock Agents Association for discussion and resolution, and if necessary for an external arbitration process agreed by both parties;
- Explore and facilitate other collaborative activities that are not specified in but are in accordance with the intent of this agreement.

Print name: Position:

Signed: Dated:

Authorised by *Swan Hill Rural City Council*

Print name: Position:

Signed: Dated:

B.21.89 ROAD DEVIATION AND LAND EXCHANGE - MCKERROW ROAD, SWAN HILL

Responsible Officer: Director Infrastructure
File Number: AST-RD-34254-10
Attachments:
1 [↓](#) Endorsed Plan
2 [↓](#) Plan of deviation
3 [↓](#) Aerial map

Declarations of Interest:

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

Summary

A request has been received from a developer for a road exchange in relation to an 18 lot subdivision on Karinie Street, Swan Hill.

Discussion

The lots for the proposed subdivision are located within the industrial zone of the township of Swan Hill. The proposal seeks to develop unused industrial zoned land into 18 lots of varying size for industrial businesses.

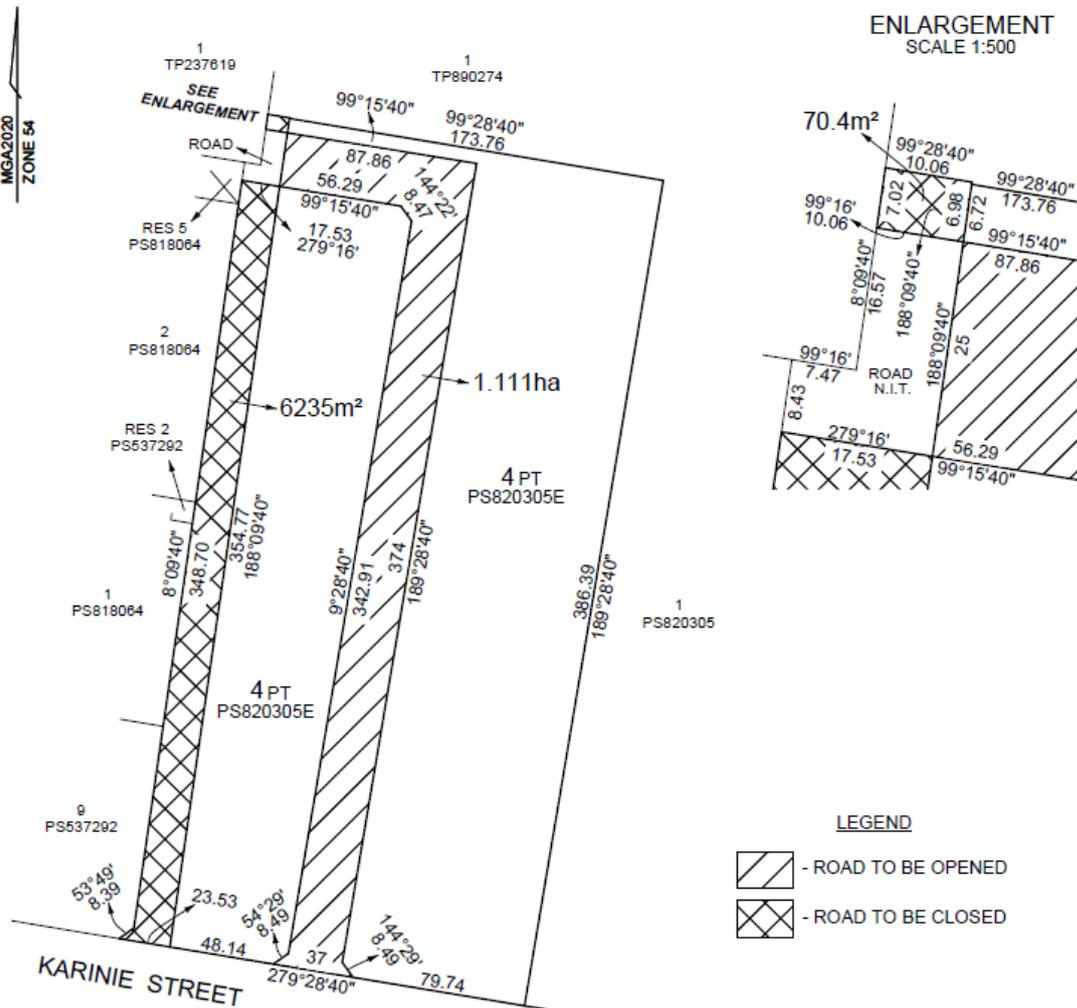
The proposal also seeks to discontinue McKerrow Road and access will be from a newly created road.

McKerrow Road is currently an unmade road reserve with no road infrastructure. It provides access to Council's drainage reserve and also Lower Murray Water's pump station.

The intention is that a road exchange be carried out in accordance with Clause 2 Schedule 10 of the Local Government Act 1989. The existing government road (McKerrow Road) will be closed and the new road will be given government road status.

A stormwater easement in favour of Council will be created over the land previously occupied by road; whilst a separate easement will be created for the water authority to access their infrastructure.

Council consent is requested for the exchange.



Consultation

Consultation will be carried out in accordance with Section 223 of the Local Government Act 1989 and Council’s Community Engagement Policy.

Financial Implications

Nil financial implications as all costs are to be borne by the developer.

Social Implications

Not applicable.

Economic Implications

The exchange will make the development of the land for industrial purposes easier.

Environmental Implications

Not applicable.

Risk Management Implications

Not applicable.

Council Plan Strategy Addressed

Infrastructure - Infrastructure that appropriately services community needs.

Options

1. Proceed with road exchange.
2. Retain existing road and decline road exchange request.

Recommendation

That Council proceed with the road exchange.


SWAN HILL
PLANNING SCHEME

ENDORSED PLAN

Planning Permit No: 2021-012
Sheet: 1 of 4 **Date: 19/04/2021**
Authorised by the Responsible Officer: Stefan Louw

1. PLAN IS SUBJECT TO APPROVAL OF STATUTORY AUTHORITIES
 2. PLAN IS SUBJECT TO FORMAL SURVEY
 3. DIMENSIONS ARE APPROXIMATE ONLY

FORMAL LOT DESCRIPTION:
 LOT 1 & 2 ON RESERVE NO. 1
 RESERVE 2 ON PS83292
 LOT 1 ON T1980274

SCALE OF METRES
 0 10 20 40
 ORIGINAL DRAWING SCALE
 1 IN 1000 (N.S.P. SCALE)

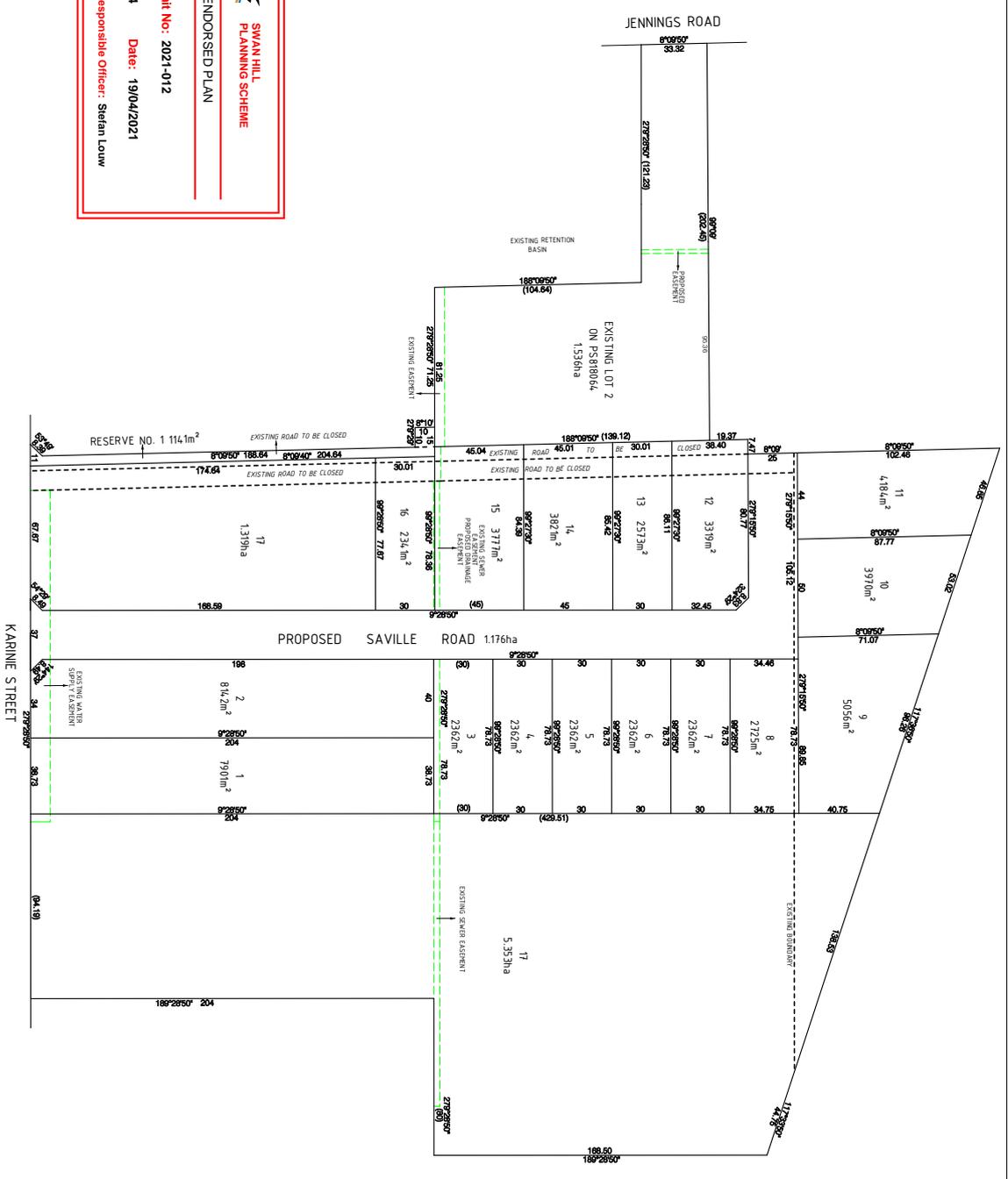



pricemeter
C O N S U L T I N G

P.O. BOX 1172
 FIVE OAKS VIC 3083
 PHONE (03) 9452 2862
 FAX (03) 9452 2872
 P.O. BOX 113
 FIVE OAKS VIC 3079
 PHONE (03) 9452 2866
 FAX (03) 9452 2866

PLAN OF PROPOSED SUBDIVISION
KARINIE STREET, SWAN HILL

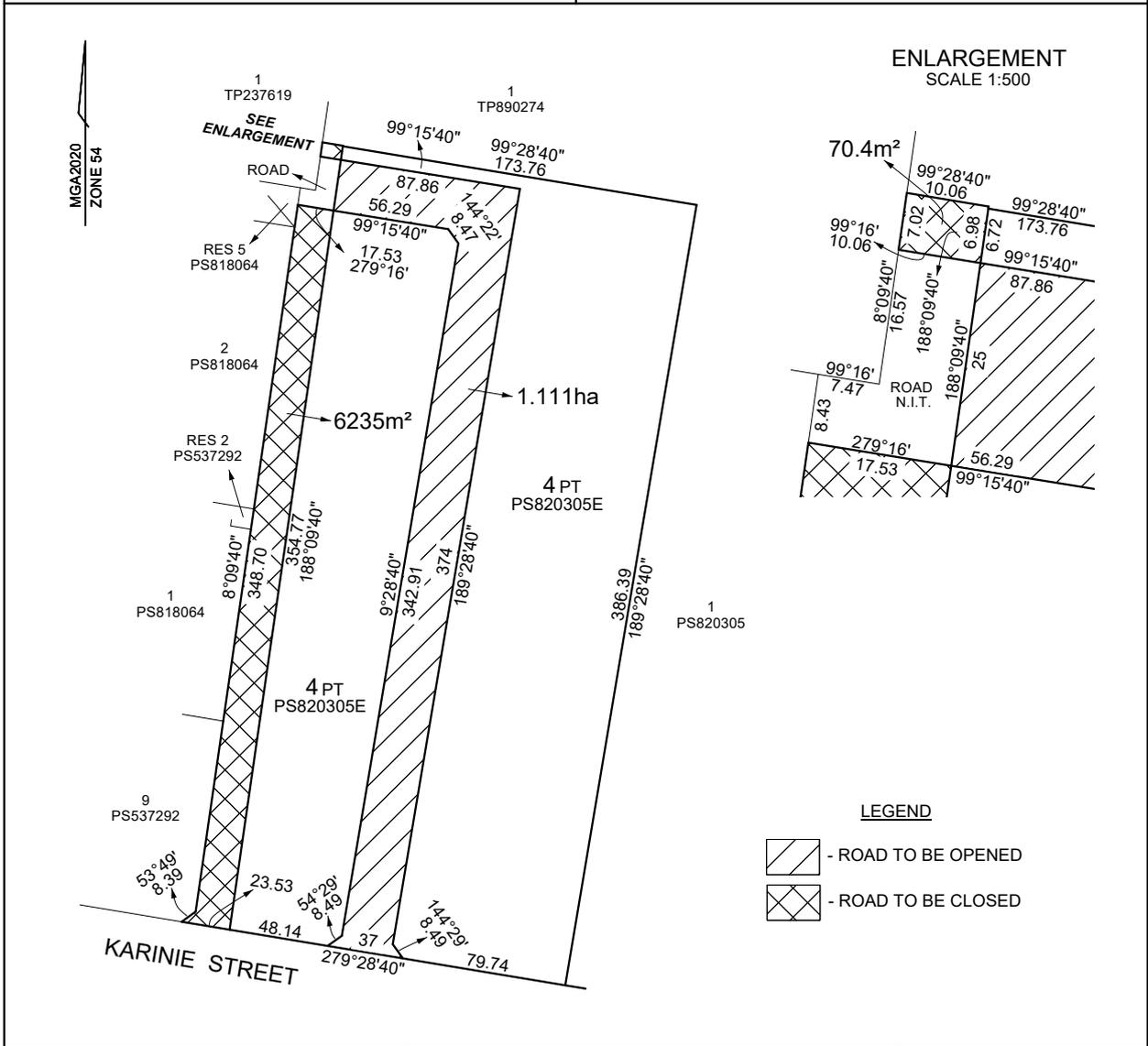
THE EXAMINER'S CERTIFICATE NUMBER IS: **F9376** | 1 of 4 | **4** | **AT**

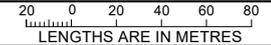


PLAN OF ROAD DEVIATION

LOCATION OF LAND
 PARISH: CASTLE DONNINGTON
 SECTION: B
 CROWN ALLOTMENT: 4A (PART)
 LAST PLAN REFERENCE: PS820305E (LOT 4)
 TITLE REFERENCE: VOL 12187 FOL 050

NOTATIONS



ORIGINAL SHEET SIZE: A3	CERTIFICATION BY SURVEYOR	SHEET 1 OF 1
SCALE 1:2000  LENGTHS ARE IN METRES	I CERTIFY THAT THIS PLAN HAS BEEN MADE BY ANDREW ROBERT MERRETT AND ACCORDS WITH TITLE AND IS MATHEMATICALLY CORRECT	
SURVEYORS FILE REF: F9376		
	SURVEYORS NAME VERSION 1 ANDREW R MERRETT	
M: PO BOX 1172 SWAN HILL 3585 P: (03) 5032 3685 E: pmash@pricemerrett.com.au F: (03) 5032 2472		



SWAN HILL RURAL CITY COUNCIL
PROPERTY MAP

Map Title:

100 m

30-Sep-2021

While every effort has been made to ensure that the information on this map is accurate, the Council does not guarantee the accuracy, reliability, completeness or suitability of any information. Vector spatial data provided by Department of Environment, Land, Water and Planning.

B.21.90 2020/21 SERVICE PERFORMANCE REPORT – INCLUDING LOCAL GOVERNMENT PERFORMANCE REPORTING FRAMEWORK INDICATORS

Responsible Officer: Director Corporate Services
File Number: S16-39-01
Attachments: 1 [↓ 2020/21 Service Performance](#)

Declarations of Interest:

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

Summary

A requirement of the Service performance principles s106 of the Local Government Act 2020 is the setting of Quality and Cost Standards for 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 Local Government Performance Reporting Framework Indicators set for 2020/21.

Discussion

The Local Government Act 2020 requires Council to review its operations to ensure that the services provided to the community represent 'Good Value'.

Good 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 recommendations have been made to review selected targets for the 2020/21 reporting period.

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 Service Performance report.

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

Council currently reports on 138 Quality and Cost Standards across 10 service groups.

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

SECTION B - REPORTS

19 October 2021

Service Group	Number of standards/indicators				
Quality/Cost Standard	Exceeded	Achieved	Not achieved	Not applicable	Total
Transport Services (page 2)	7	2	2	0	11
Family and Children's Services (page 4)	4	1	0	2	7
Economic Prosperity (page 6)	3	2	2	0	7
Community Care Services (page 7)	1	3	4	0	8
Community Wellbeing (page 8)	4	0	3	0	7
Waste Management (page 11)	1	0	2	0	3
Community Amenity (page 13)	4	1	4	0	9
Recreation, Culture and Leisure Services (page 15)	5	1	31	0	37
Organisational Support (page 20)	10	11	18	1	40
Governance and Leadership (page 24)	6	0	2	1	9
Total	45	21	68	4	138
Achieved in 2020/21	33%	15%	49%	3%	100%
Achieved in 2019/20	29%	15%	54.5%	1.5%	100%

Service Group	Number of standards/indicators			
LGPRF	Within expected range	Outside expected range	Not applicable	Total
Transport Services (page 2)	5	0	0	5
Family and Children's Services (page 5)	5	0	0	5
Community Wellbeing (page 8)	11	2	0	13
Waste Management (page 11)	5	0	0	5
Recreation, Culture and Leisure Services (page 15)	5	2	0	7
Governance and Leadership (page 24)	5	0	0	5
Total	36	4	-	40
Achieved in 2020/21	90%	10%	-	100%
Achieved in 2019/20	92.5%	7.5%	-	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

Not applicable for this item.

Economic Implications

Not applicable for this item.

Environmental Implications

Not applicable for this item.

Risk Management Implications

Failing to report on Councils Service Performance would not comply with the Local Government Act 2020.

Council Plan Strategy Addressed

Governance and leadership - Effective advocacy and strategic planning.

Options

Council can choose to adopt or amend the recommendation

Recommendations

That Council:

1. Adopt the Service Performance Report as presented
2. Adjust the 2021/22 targets as indicated in the report

Swan Hill Rural City Council Service Performance Report 2020/21

Quality and Cost Standards and Local Government Performance Reporting Framework Indicators

Service Group	Number of standards/indicators				
Quality/Cost Standard	Exceeded	Achieved	Not achieved	Not applicable	Total
Transport Services (page 2)	7	2	2	0	11
Family and Children's Services (page 4)	4	1	0	2	7
Economic Prosperity (page 6)	3	2	2	0	7
Community Care Services (page 7)	1	3	4	0	8
Community Wellbeing (page 8)	4	0	3	0	7
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Community Amenity (page 13)	4	1	4	0	9
Recreation, Culture and Leisure Services (page 15)	5	1	31	0	37
Organisational Support (page 20)	10	11	18	1	40
Governance and Leadership (page 24)	6	0	2	1	9
Total	45	21	68	4	138
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Recreation, Culture and Leisure Services (page 15)	5	2	0	7
Governance and Leadership (page 24)	5	0	0	5
Total	36	4	-	40
Achieved in 2020/21	90%	10%	-	100%
Achieved in 2019/20	92.5%	7.5%	-	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	2020/21	2019/20	2018/19
Grinding metres/year	100	68 ⁽¹⁾	79	94
Replacement square metres/year	1,500	475 ⁽²⁾	1,365	1,680
Average response time to address service requests Weeks	2	1	1	1
Number of service requests received that address issues on footpaths	50	45	44	47
Average maintenance expenditure per square metre of footpath Total cost to maintain footpaths / Total square metres of footpaths	\$2.20	\$0.92 ⁽³⁾	\$0.81	\$1.00

Variance comments:

- (1) Council's Road Management Plan inspections identified less defects that require grinding.
- (2) Council's Road Management Plan inspections identified less defects requiring replacement.
- (3) Asset inspections identified Council's footpath network is in good condition and requires less maintenance expenditure.

Aerodromes				
Quality/Cost Standard	Target	2020/21	2019/20	2018/19
Maintain Swan Hill and Robinvale aerodromes in accordance with Civil Aviation Regulation	100%	100%	100%	100%
Cost increase in maintenance of aerodromes Cost increase in Net Operating Result does not exceed 6% to previous year.	6%	-20.12% ⁽¹⁾	16.28%	12.7%

Variance comment:

- (1) Weather events at Swan Hill caused the Grass and Natural Surface runway to be closed for a very long period this significantly reduced maintenance costs (a reduction of weed spraying and works on natural surfaces). These closures indicated a renewal of the unsealed runways was essential. Robinvale had a slight increase in operational maintenance.

Service Performance Report 2020/21 – Transport Services

Roads				
Quality/Cost Standard	Target	2020/21	2019/20	2018/19
Completion of asset inspection as per the Road Management Plan	100%	100%	100%	100%
Average response time to address service requests Weeks	3	1	1	1
Number of Service Requests received that address issues on unsealed roads:	100	112	123	128
Average cost to re-sheet a square metre of unsealed road Total cost of re-sheeting / Square metre of re-sheeting	\$4.20	\$6.45 ⁽¹⁾	\$7.14	\$5.65
LGPRF Indicator	Target	2020/21	2019/20	2018/19
Sealed local road requests Number of sealed local road requests per 100 kilometres of sealed local roads. Expected range: 10 to 120 requests.	10-120	6.78	6.87	5.54
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: 80 - 100%	80-100%	99.28%	99.28%	98.76%
Cost of sealed local road reconstruction Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed. Expected range: \$20 - \$200.	\$20 - \$200	\$33.26 ⁽²⁾	\$30.75	\$25.14
Cost of sealed local road resealing Direct cost of sealed local road resealing / Square metres of sealed local roads resealed. Expected range: \$4 - \$30.	\$4 - \$30	\$5.58 ⁽³⁾	\$4.98	\$6.84
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.	50-100	52 ⁴	44	46

Variance comments:

- (1) Utilising external quarry products and extended distances to haul materials has resulted in a higher square metre rate to re-sheet an unsealed road.
- (2) The cost of sealed local road reconstruction increased in 2021 due to one major project being undertaken in an urban area that involved utilising a more expensive asphalt treatment instead of a spray seal.
- (3) The increase in resealing sealed roads is due to resealing several large urban streets which required a two-coat seal.
- (4) Road networks are critical for liveability and business within the region and Council continuously seeks funding to enable upgrades to occur. Council has invested in its sealed roads network above its ordinary program due to additional funding becoming available during 2021. The satisfaction of sealed local roads has improved markedly over the past three years. The score identified is determined from sample respondents to the State Community Satisfaction survey.

Service Performance Report 2020/21 – Family and Children’s Services

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

Maternal and Child Health

Out of School Hours Child Care				
Quality/Cost Standard	Target	2020/21	2019/20	2018/19
Meet the outcomes of the funding and service agreements Including licensing, children’s regs and accreditation	100%	100%	100%	100%
Average cost to families per hour of care	\$4.61	\$2.68	\$2.56	\$3.79

Family Day Care				
Quality/Cost Standard	Target	2020/21	2019/20	2018/19
Meet the outcomes of the funding and service agreements Including licensing, children’s regs and accreditation	100%	- ⁽¹⁾	-	100%
Average cost to families per hour of care	\$4.38	- ⁽¹⁾	-	\$3.88

Variance comment:

- ⁽¹⁾ Council ceased to operate the Family Day Care program at the end of 2018/2019.

Maternal and Child Health				
Quality/Cost Standard	Target	2020/21	2019/20	2018/19
Percentage of children enrolled from birth notifications received	98%	104% ⁽¹⁾	100%	99%
Percentage of children attending for 3.5 - 4 year old developmental assessment	70%	84% ⁽²⁾	59%	73%
Net cost to Council per consultation.	\$112.50	\$56.22 ⁽³⁾	\$109.19	\$99.55
LGPRF Indicator	Target	2020/21	2019/20	2018/19
Participation in first MCH home visit Number of first MCH home visits / Number of birth notifications received. Expected range: 90 - 110%	90-110%	- ⁽⁴⁾	-	94.90%
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%	90-110%	102.21%	102.13%	100.00%
Cost of MCH service Cost to Council of the MCH service / Hours worked by MCH nurses. Expected range: \$50 - \$200	\$50 - \$200	\$109.86 ⁽⁵⁾	\$91.19	\$81.12

4

Service Performance Report 2020/21 – Family and Children’s Services

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: 70 - 100%	70-100%	80.05% ⁽⁶⁾	75.04%	73.14%
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: 60 - 100%	60-100%	76.26% ⁽⁷⁾	66.20%	60.08%
Participation in 4-week key age and stage visit The percentage of infants enrolled in the MCH service who participated in 4-week key age and stage visit	90-110%	94.01%	96.65	-

Variance comments:

- (1) Increased percentages of children enrolled from birth notifications due to increased number of infants from NSW communities enrolling in service.
- (2) Increased participation rates for 3.5-4.0 KAS developmental assessment due to greater capacity of database and clinicians to identify children who are overdue for appointments and planned activities to remind and assist with appointments being made. Also local preschools now asking parents to ensure they have had the developmental check when enrolling for preschool has seen parents requesting overdue appointments.
- (3) Net cost to council down due to increased transfer from reserves, increased numbers of consultations completed. Funds unspent due to inability to recruit for Enhanced MCH during COVID restriction period.
- (4) Participation in first MCH home visit was retired for 2019/20 and replaced with Participation in 4-week key age and stage visit.
- (5) The cost of the MCH service has increased due to a number of factors. These include:
 - (i) less nursing hours recorded due to increased annual and Long Service Leave taken by permanent staff without ability to cover leave;
 - (ii) costs increased due to requirements for Covid-19 precautions and screening; and
 - (iii) opening of new sites in Robinvale and Lake Boga.
- (6) Council increased staffing slightly during 2021, which resulted in more children and families being able to be seen in clinics.
- (7) Council has worked to support the MDAS maternal child health service when MDAS have been unable to offer a service to Aboriginal families, and as a consequence those families have chosen to attend a Council clinic for their care.

Service Performance Report 2020/21 – Economic Prosperity Services

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	2020/21	2019/20	2018/19
Achieve population growth for the municipality	0.1%	-0.6%	-0.5%	-0.4%
Achieve an unemployment rate lower than the average for Rural and Regional Victoria	4%	2.7%	3.8%	3.2%
Total number of visitors to the Swan Hill Region Information Centre	-	12,777 ⁽¹⁾	13,410	18,859

Variance comment:

- (1) Visitor numbers were impacted by Covid-19 lockdowns which impacted on people's ability to travel

Swan Hill Livestock Exchange				
Quality/Cost Standard	Target	2020/21	2019/20	2018/19
Maintain National Saleyards Quality Assurance (NSQA) and Meat Standards Australia (MSA) accreditation	100%	100%	100%	100%
Total turnover (Cattle plus Sheep and Goats) demonstrating contribution to the local economy	\$54.6m	\$43.36m ⁽¹⁾	\$53.54m	\$54.6m
Ratio of cost to operate the livestock exchange verses income generated (income from sales of cattle, sheep, goats, truck wash and agistment divided by the operational costs including depreciation and reserves)	1.00	0.85 ⁽²⁾	0.89	1.27

Variance comments:

- (1) Lower number of animals sold and limited ability for buyers to attend sales. Herd rebuilding occurring on farms.
- (2) The ratio is low due to the fixed costs and depreciation being independent of sale volume.

Tower Hill Estate				
Quality/Cost Standard	Target	2020/21	2019/20	2018/19
Subdivide and sell lots	18	19	32	12
Subdivision and sale costs of properties within Budget targets	Yes	Yes	Yes	Yes

Service Performance Report 2020/21 – Community Care Services

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	2020/21	2019/20	2018/19
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%	100% 80% 70%	100% 80% 70%	100% 80% 70%
Average cost per hour of service: <ul style="list-style-type: none"> • General Home Care • Personal Care • Respite Care 	\$51.54 ⁽¹⁾ \$53.72 ⁽¹⁾ \$54.00	\$56.69 \$63.38 \$49.80 ⁽²⁾	\$59.14 \$64.28 \$53.45	\$64.92 \$69.21 \$65.00
Average cost per meal Total cost of Food Services Program / Number of meals delivered to clients	\$12.02	\$13.62 ⁽³⁾	\$12.87	\$11.00
Senior Citizen Centre's Total cost to operate Senior Citizen Centre's and related activities	\$11,500	\$20,617.25 ⁽⁴⁾	\$15,019.11	\$18,088

Variance comments:

- (1) Recommendation to change targets for General Home Care to \$57.00 and Personal Care to \$60.00 to reflect the trend in the previous years figures.
- (2) Respite costs were down due to Covid-19. There has been a reduced use of the service due to lockdowns etc.
- (3) Increase in cost is due to Covid-19 and an increase in the numbers of clients using the service.
- (4) Cost increase is due to Covid-19 impacting the usage of the facility. This has resulted in less groups using the space.

Service Performance Report 2020/21 – Community Wellbeing Services

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	2020/21	2019/20	2018/19
Average number of days required to issue planning permits	58	41 ⁽¹⁾	49	47
Cost per capita to maintain currency and appropriateness of the Planning Scheme Gross cost to Council / Population of the municipality	\$20	\$13 ⁽¹⁾	\$28	\$25
LGPRF Indicator	Target	2020/21	2019/20	2018/19
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: 30 – 110 days	30-110	41 ⁽²⁾	49	47
Planning applications decided within 60 days Number of planning application decisions made within 60 days/Number of planning application decisions made. Expected range: 40 – 100%	40-100%	96.39% ⁽³⁾	85.53%	82.63%
Cost of statutory planning service Direct cost of the statutory planning service/Number of planning applications received. Expected range: \$500 - \$4,000	\$500 - \$4,000	\$2,675 ⁽⁴⁾	\$3,417	\$2,540
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: 30 – 100%	30-100%	0% ⁵	0%	0%

Variance comments:

- (1) The utilisation of new online portal planning system have enabled Council staff to become more efficient in 2021.
- (2) The utilisation of new software and processes have enabled Council staff to become more efficient in 2021.
- (3) The utilisation of new software and processes have enabled Council staff to become more efficient in 2021. This has resulted in a higher percentage of planning applications being decided within required timeframes.
- (4) The reduction in average costs in 2021 occurred due to staff turnover and periods where positions remained vacant. The application of new software assisted staff in processing applications.
- (5) No planning application decisions were reviewed by VCAT in 2021.

Service Performance Report 2020/21 – Community Wellbeing Services

Building Department				
Quality/Cost Standard	Target	2020/21	2019/20	2018/19
Average number of days required to issue building permits	18	20 ⁽¹⁾	24.8	25
Net cost to Council per building permit (Profit)	\$305	\$149 ⁽²⁾	\$56	\$752

Variance comments:

- (1) The utilisation of new online portal building system have enabled Council staff to become more efficient in 2021.
- (2) The utilisation of new online portal building system and increase in permit applications resulted in the increase in the net cost to Council per building permit. The net cost was impacted significantly in 2019/20 with a decrease in the number of permit applications received and inability to recruit adequate staff.

Regulatory Services – Animal Management				
Quality/Cost Standard	Target	2020/21	2019/20	2018/19
Average cost to Council to enforce Local Laws per registered animal	\$89.00	\$72.59	\$70.02	\$69.73
LGPRF Indicator	Target	2020/21	2019/20	2018/19
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	1.07 ⁽¹⁾	1.47	2
Animals reclaimed				
Number of animals reclaimed / Number of animals collected. Expected range: 30 – 90%	30-90%	28.03% ⁽²⁾	22.22%	21.88%
Animals rehomed				
Number of animals rehomed / Number of animals collected. Expected range: 30 – 90%	30-90%	67.42%	67.27%	-
Cost of animal management service				
Direct cost of the animal management service/Number of registered animals. Expected range: \$10 - \$70	\$10-\$70	-(3)	-	\$69.73
Animal management prosecutions				
Number of successful animal management prosecutions. Expected range: 50 to 200%	50-200%	100% ⁽⁴⁾	0%	0%
Cost of animal management service per population				
The direct cost of the animal management service per municipal population. Expected range: \$3 to \$40	\$3-\$40	\$10.30	\$10.01	-

Variance comments:

- (1) The decrease in response time in 2021 was achieved by having a full complement of staff.
- (2) There was a reduction in the number of roaming animals collected by officers during 2021. Council officers believe that was attributed to more pet owners working from home during Covid-19 workplace restrictions.

Service Performance Report 2020/21 – Community Wellbeing Services

- (3) Cost of animal management service retired for 2019/20 and replaced with cost of animal management service per population.
- (4) Prosecutions arising in 2020, were heard in the 2021 financial year due to Covid-19 restrictions impacting the Magistrates Court operations and availability.

Parking Control				
Quality/Cost Standard	Target	2020/21	2019/20	2018/19
Hours ticket machines are not functional	1.0%	0.91% ⁽¹⁾	2.6%	0.6%
Net operating cost to Council per restricted car park space per annum Restricted car parks consist of all parks excluding those privately owned.	(\$90)	\$96.32 ⁽²⁾	\$45.90	(\$85.65)

Variance comments:

- (1) Parking Machines were deactivated from 27/3/2020-29/10/2020 due to Covid-19.
- (2) The parking income for 20/21 was down \$70k from 19/20 due to Covid-19 lockdowns as the meters were deactivated for 7 months, therefore infringements and income from meters was affected as parking was free.

Food Safety				
LGPRF Indicator	Target	2020/21	2019/20	2018/19
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	1.90	1.80	1.10
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: 50 – 100%	50-100%	28.07% ⁽¹⁾	84.97%	93.17%
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: \$300 - \$1,200	\$300-\$1,200	\$510.35	\$488.61	\$455.11
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: 60 – 100%	60-100%	66.67% ⁽²⁾	100%	81.25%

Variance comments:

- (1) The priorities of Council Environmental Health Officers were shifted to planning and response, education and increased immunisation sessions due to Covid-19 restrictions imposed on food establishments. All Class 1 and high risk food premises received a food assessment in 2021.
- (2) One premise that received a 'major non-compliance outcome' did not receive a follow-up inspection in 2021. This was rectified in 2022.

Service Performance Report 2020/21 – Waste Management Services

Waste Management Services

(Report adopted by Council June 2003)

Programs within this service:

Kerbside collection service

Landfills

Waste Collection				
LGPRF Indicator	Target	2020/21	2019/20	2018/19
Kerbside bin collection requests Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households x 1000. Expected range: 10 to 300 requests	10-300	112.19 ⁽¹⁾	28.37	30.88
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 – 20 bins	1-20	5.78 ⁽²⁾	1.76	2.37
Cost of kerbside garbage bin collection service Direct cost of the kerbside garbage bin collection service/Number of kerbside garbage collection bins Expected range: \$40 - \$150	\$40-\$150	\$86.91 ⁽³⁾	\$81.12	\$57.09
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 - \$80	\$10 - \$80	\$78.51 ⁽⁴⁾	\$42.38	\$28.49
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 – 60%	20-60%	29.51% ⁽⁵⁾	27.67%	30.26%

Variance comments:

- (1) Council received an extraordinary high number of requests during 2021. There were a number of reasons for this including (i) requests to replace or repair damaged bins, (ii) transition from one contractor to another, and (iii) the introduction of a new customer service request system. Council has an ageing bin stock and many are at the end of their serviceable life; this along with the loss of local knowledge and experience in collection services and improved data capture reflects the increase in request numbers.
- (2) Council received significantly more requests for missed services during 2021. The transition from one contractor to another is reflective of this. Council is working closely with the new service provider to improve collection, introduce efficiencies and performance to required standards. The introduction of a new customer service request tracking and reporting system at the commencement of the new contract has also resulted in the capture of more accurate numbers.
- (3) Council engaged a new kerbside collection service contractor during the 2021 financial year. This market testing has seen an increase to the costs per household for kerbside garbage collection.
- (4) Council engaged a new kerbside collection service contractor during the 2021 financial year. This market testing has seen an increase to the costs per household for kerbside recycling collection. Significant changes in the recycling sector have resulted in a considerable increase to the recyclables processing facility gate fees, which in turn has increased the cost to each household kerbside service.
- (5) Council believes that the increase in recyclables collected through the kerbside collection service is a consequence of regional pandemic lockdowns with residents required to spend more time at home.

Service Performance Report 2020/21 – Waste Management Services

Landfill				
Quality/Cost Standard	Target	2020/21	2019/20	2018/19
Net cost per capita of waste deposited at Swan Hill landfill sites	\$26.29	\$36.93 ⁽¹⁾	\$24.39	\$23.77
Net cost per capita of waste deposited at Robinvale landfill sites (exc GST)	\$64.36	\$56.17 ⁽¹⁾	\$63.03	\$63.17
Net cost per capita to maintain rural landfill sites (exc GST)	\$9.91	\$19.36 ⁽¹⁾	\$9.74	\$9.59

Variance comment:

- ⁽¹⁾ Change of the Landfill Management Contractors during the 20/21 FY has come with increased operational costs. The Regions Population has declined during the 20/21 FY therefore the cost per person has risen.

Community Amenity

(Report adopted by Council June 2004)

Programs within this service:

Environmental Standards

Street Beautification

Public Lighting

Environmental Standards				
Quality/Cost Standard	Target	2020/21	2019/20	2018/19
Maintain potable water consumption below 2011/12 levels for parks and gardens annually <small>Source: 2012 - 2016 Sustainable Water Use Plan</small>	37,000kL	58,989kL ⁽¹⁾	57,797kL	45,820kL
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	0.759M kWh 812T ⁽²⁾	0.842M kWh 799T	0.979M kWh 1,048T
Total cost to Council for stationary energy of Council owned infrastructure <small>Including street lighting</small>	\$674,950	\$519,707 ⁽³⁾	\$551,386	\$528,847

Variance comments:

- (1) Parks and gardens are watered as required, with water consumption determined by conditions across the year. Below average rainfall was experienced in 2020/21, which has likely influenced water consumption exceeding the target amount.
- (2) Despite a reduction in energy use across Council's 8 highest energy use buildings, total greenhouse gas (GHG) emissions increased. Each year, the Department of Industry, Science, Energy and Resources updates the National Greenhouse Accounts Factors, including the emission factor (EF) for indirect (scope 2) emissions in each state/territory, which is an input used to calculate total GHG emissions. As such, although the same carbon calculator was used these yearly changes to the greenhouse account factors can result in differing GHG emissions being calculated, even if energy use had remained constant across the two years.
- (3) Energy consumption costs for stationary energy of Council owned infrastructure (including street lighting) has likely been influenced by Covid-19. Restrictions put in place at various points across the year has resulted in the decreased use of some of the infrastructure owned by Council. This has seen a reduction in both energy use and the associated costs borne by Council.

Street Beautification				
Quality/Cost Standard	Target	2020/21	2019/20	2018/19
The number of changeovers to water wise medians and gardens developed throughout the municipality	4	4	6	4
Number of community street tree theme consultations <small>Minimum of two annually</small>	2	1	1	2
Cost to Council to maintain garden beds and grass in public areas per hectare of grass maintained	\$59,500	\$65,900 ⁽¹⁾	\$61,800	\$59,210

Variance comment:

- (1) The increase in net operating cost per hectare for Street Beautification is due to a greater focus on rejuvenating CBD garden beds.

Service Performance Report 2020/21 – Community Amenity

Public Lighting				
Quality/Cost Standard	Target	2020/21	2019/20	2018/19
Net increase in number of streetlights to existing network per year New light and pole assembly	3	1	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	\$100.00	\$84.14 ⁽¹⁾	\$97.04	\$82.64

Variance comments:

- ⁽¹⁾ Reduction in operations and maintenance charges.

Service Performance Report 2020/21 – Recreation, Culture and Leisure Services

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	2020/21	2019/20	2018/19
Number of visitors to the Art Gallery per annum	11,000	5,973 ⁽¹⁾	7,612	12,359
Number of exhibitions	25	8 ⁽²⁾	17	17
Number of events other than exhibitions Concerts, conferences, functions etc	30	8 ⁽²⁾	29	28
Net cost to Council to operate the Gallery per visitor	\$26.14	\$11.76 ⁽³⁾	\$44.51	\$28.70

Variance comments:

- (1) Visitation was down further in 2020/21 as the gallery was closed for just over 16 weeks.
- (2) The Gallery being closed for over 16 weeks of 2020/21 had an impact on the number of exhibitions and events that the Art Gallery could run.
- (3) The cancelling of programs, reduced staff costs due to closure and the added income for major projects, such as ACRE 21, contributed to a reduced net cost to Council.

Performing Arts				
Quality/Cost Standard	Target	2020/21	2019/20	2018/19
Number of people attending performing arts events per annum	3,000	1,328 ⁽¹⁾	2,813	2,400
Net cost to Council to operate the performing arts program per patron Final net cost for year / Number of attendees	\$61.95	\$94.90 ⁽¹⁾	\$41.47	\$102.29

Variance comment:

- (1) Due to Covid-19 closures and lockdowns multiple scheduled events were cancelled or suspended, resulting in low number of people attending events and high expenses.

Service Performance Report 2020/21 – Recreation, Culture and Leisure Services

Pioneer Settlement				
Quality/Cost Standard	Target	2020/21	2019/20	2018/19
Number of visitors to the Pioneer Settlement per annum	80,000	61,917	56,691	81,954
Net cost to Council to operate the Pioneer Settlement Museum per visitor	\$9.20	\$14.65	\$15.85	\$10.17

Variance comments:

- (1) Visitation was down in 2020/21 due to Covid-19 lockdowns.
- (2) Visitation was down in 2020/21 due to Covid-19 lockdowns which impacted negatively on the Net cost to Council per visitor.

Libraries				
Quality/Cost Standard	Target	2020/21	2019/20	2018/19
Visits to service points Includes Swan Hill and Mobile Library. Does not include Wakool Council library branches	80,500	28,580 ⁽¹⁾	53,391	75,663
Number of special events held in Library	15	17 ⁽¹⁾	35	58
LGPRF Indicator	Target	2020/21	2019/20	2018/19
Library collection usage Number of library collection item loans / Number of library collection items. Expected range: 1 to 10 items	1-10	0.89 ⁽²⁾	1.24	1.61
Standard of library collection Number of library collection items purchased in the last 5 years / Number of library collection items. Expected range: 40 – 90%	40-90%	43.45% ⁽³⁾	48.61%	54.28%
Cost of library service Direct cost to Council of the library service / Number of visits Expected range: \$3 - \$15	\$3-\$15	-(4)	-	\$14.21
Active library members Number of active library members/Municipal population Expected range: 10 – 40%	10-40%	14.52% ⁽⁵⁾	16.28%	16.90%
Cost of library service Direct cost to Council of the library service per population Expected range: \$10 - \$90	\$10-\$90	\$44.18	\$46.96	-

Variance comments:

- (1) The number of visits to library service points and Number of special events held in Library are down as the library was closed to public access several times during the year due to Covid-19 lockdowns and restrictions.
- (2) Reduced usage of the physical library collection was due to several library closures during Covid-19 restrictions. Library branches were closed to public access for a total of 76 days during 6 August to 21 October 2020, 13 February to 17 February 2021, and 28 May to 3 June 2021. The physical collection could only be accessed through the 'click and collect' service by appointment on 48 of the days the library was closed.
- (3) Due to Covid-19 there have been delays in orders of physical library collection materials arriving from overseas.

Service Performance Report 2020/21 – Recreation, Culture and Leisure Services

- (4) Cost of library service retired for 2019/20 and replaced with cost of library service per population.
- (5) Due to Covid-19 restrictions, the library branches were closed to public access for a total of 76 days during 6 August to 21 October 2020, 13 February to 17 February 2021, and 28 May to 3 June 2021. Covid-19 restrictions reduced people's ability to visit the library in person. The online collection was available to borrowers during this time, however the physical collection could only be accessed through the 'click and collect' service by appointment on 48 of the 76 days the library was closed.

Community Centres and Swan Hill Town Hall PACC				
Quality/Cost Standard	Target	2020/21	2019/20	2018/19
Number of times the community centre/facility is used by the community each year:				
• Manangatang	150	33 ⁽¹⁾	59	114
• Nyah	100	97 ⁽¹⁾	191	108
• Lake Boga	100	6 ⁽¹⁾	58	81
• Robinvale	180	78 ⁽¹⁾	68	186
• Swan Hill Town Hall PACC	250	203 ⁽¹⁾	169	229
Number of people attending events, functions or performances at the Swan Hill Town Hall PACC	18,000	7,912 ⁽²⁾	11,550	16,497
Net operating cost to Council per usage of the facility:				
• Manangatang	\$250	\$356 ⁽¹⁾	\$114	\$92
• Nyah	\$400	\$291 ⁽¹⁾	\$216	\$376
• Lake Boga	\$250	\$5,727 ⁽¹⁾	\$490	\$156
• Robinvale	\$600	\$639	\$2,213	\$792
• Swan Hill Town Hall PACC	\$1,054	\$2,577 ⁽¹⁾	\$2,469	\$1,769
Net operating cost to Council per person using the Swan Hill Town Hall PACC Actual net cost / Number of people attending	\$14.65	\$66.13 ⁽³⁾	\$40.62	\$24.55

Variance comments:

- (1) Covid-19 restrictions have had a major impact on events and bookings over the past year, resulting in a decrease of the number of times the community centre/facility is used and an increase in operating costs per usage.
- (2) The Swan Hill Town Hall PACC was closed for 7 months of the year resulting in a decrease of the number of people attending events, functions or performances.
- (3) The cost per usage are extremely high due to the excessive impact of Covid-19, the Swan Hill Town Hall PACC was closed for 7 months of the year.

Service Performance Report 2020/21 – Recreation, Culture and Leisure Services

Parks, Gardens, Recreation Reserves and Other Sporting Facilities				
Quality/Cost Standard	Target	2020/21	2019/20	2018/19
Maintain grass height between 25 – 60 mm	100%	100%	100%	100%
Net operating cost per hectare:				
• Parks and gardens	\$13,000	\$11,350 ⁽¹⁾	\$14,640 ⁽¹⁾	\$12,825
• Recreation reserves	\$12,500	\$12,000	\$13,900	\$16,030

Variance comments:

- ⁽¹⁾ The decrease in net operating cost per hectare for Parks and Gardens is due to a greater focus on rejuvenating the CBD areas.

Indoor Sports Facilities and Swimming Pools				
Quality/Cost Standard	Target	2020/21	2019/20	2018/19
Number of visitors/users of the indoor sports facilities/swimming pools:				
• Swan Hill Leisure Centre and Indoor Pool	80,000	40,679 ⁽¹⁾	61,639	80,623
• Swan Hill Indoor Sport and Recreation Centre	42,000	16,088 ⁽¹⁾	30,303	51,977
• Robinvale Leisure Centre and Pool	27,000	23,253 ⁽¹⁾	25,895	27,636
Number of visitors/users of outdoor swimming pools:				
• Swan Hill Outdoor Pool	20,000	15,004 ⁽¹⁾	16,349	17,772
• Nyah Pool	9,000	5,806 ⁽¹⁾	6,311	7,264
• Manangatang Pool	7,000	2,911 ⁽¹⁾	4,236	3,847
Net cost to Council per visitor to operate indoor facilities:				
• Swan Hill Leisure Centre and Indoor Pool	\$6	\$13.28 ⁽¹⁾	\$7.99	\$6.42
• Swan Hill Indoor Sport and Recreation Centre	\$1	13.60 ⁽¹⁾	\$2.67	\$2.25
• Robinvale Leisure Centre and Pool	\$10	\$14.76 ⁽¹⁾	\$15.39	\$14.91
Net Operating expenditure / Number of visitors/users				
Net cost to Council per visitor to operate outdoor pools:				
• Swan Hill Outdoor Pool	\$11	\$20.60 ⁽¹⁾	\$17.40	\$14.95
• Nyah Pool	\$7	\$9.45 ⁽¹⁾	\$9.48	\$6.96
• Manangatang Pool	\$10	\$21.15 ⁽¹⁾	\$19.41	\$16.07
Net Operating expenditure / Number of visitors/users				
LGPRF Indicator	Target	2020/21	2019/20	2018/19
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	1-4	.4 ⁽²⁾	.6	1
Reportable safety incidents at aquatic facilities Total number of WorkSafe reportable aquatic facility safety incidents Expected range: 0 to 20 incidents	0-20	.(3)	-	0
Cost of indoor aquatic facilities Direct cost of indoor aquatic facilities less income received / Number of visits to indoor aquatic facilities. Expected range: -\$3-\$10	-\$3-\$10	.(4)	-	\$7.13

Service Performance Report 2020/21 – Recreation, Culture and Leisure Services

Cost of outdoor aquatic facilities Direct cost of outdoor aquatic facilities less income received / Number of visits to outdoor aquatic facilities. Expected range: \$3 - \$20	\$3-\$20	-(5)	-	\$22.57
Utilisation of aquatic facilities Number of visits to aquatic facilities / Municipal population Expected range: 1 to 10 visits	1-10	3.43 ⁽⁶⁾	4.56	5.57
Cost of aquatic facilities Direct cost less any income received of providing aquatic facilities per visit. Expected range: \$0-\$30	\$0-\$30	\$18.56 ⁽⁷⁾	\$13.69	-

Variance comments:

- (1) Due to Covid-19, sports facilities and swimming pools have been impacted by lockdowns and capacity restrictions. This has led to reduced attendance numbers and an increase of the cost to Council per visitor.
- (2) Opening days and hours were limited due to Covid-19 restrictions. This impacted the ability of our Public Health staff to complete inspections at all aquatic facilities.
- (3) Reportable safety incidents at aquatic facilities retired for 2019/20.
- (4) Cost of indoor aquatic facilities retired for 2019/20 and replaced with Cost of aquatic facilities.
- (5) Cost of outdoor aquatic facilities retired for 2019/20 and replaced with Cost of aquatic facilities.
- (6) Due to Victorian Government Covid-19 restrictions, the Swan Hill Leisure Centre was closed from August 5 to October 26 (52 days). Strict capacity limits have been enforced since re-opening. Further lockdowns in February and late May also reduced attendance numbers. In addition to the pandemic, the Swan Hill Leisure Centre's boiler failed in March 2021. This outage was for 4.5 days and resulted in just over 300 swim school members not able to attend the centre.

A 70% reduction in visitation was recorded between July and December 2020, when compared with the previous year. This was also reflected in centre memberships reducing by 17% since the facility closure in March 2020. The Swan Hill, Robinvale, Nyah and Manangatang outdoor pool attendance numbers were fortunately only impacted by the snap February 2021 lockdown.

Flooding of the Swan Hill outdoor swimming pool in December from a storm event, resulted in the pool being shut in excess of 9 days while it was cleaned.

- (7) During 2021, Council performed significant maintenance work at both the Swan Hill and Manangatang outdoor swimming pools. Funding for most of these works came from the State Government Working For Victoria Jobs program.

Swan Hill outdoor pool also had an upgrade to the switchboard to include RCD's and the Manangatang 30m pool was repainted.

Flooding of the Swan Hill outdoor pool occurred in December 2020, which resulted in the pool being closed for 9 days. This was an unfortunate event that involved considerable cost and effort during the height of the swimming season to rectify.

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	2020/21	2019/20	2018/19
Rate debtor collections as a percentage of Total Rate Income	95%	94% ⁽¹⁾	94%	95%
Cost of providing Customer Service and Revenue Control Services <small>Net Customer Services and Revenue Control Program Costs / Total Council Operating Expenditure</small>	1.20%	1.26% ⁽²⁾	1.28%	1.16%
Cost of providing customer services from the Robinvale Resource Centre per head of population <small>Net Robinvale Resource Centre Program Costs / Population of Robinvale and surrounding district</small>	\$63.50	\$66.47 ⁽³⁾	\$73.37	\$71.26

Variance comments:

- (1) Rates, Special Rates, Garbage and FSPL Debtors have increased by only 0.13% when compared to 2019/2020 collections. This has been due primarily to debt collection practices having been stayed for the entire financial year. The industry standard across the state is generally between 95-96%. It is expected that collection rates will return to near these levels. The target set for 2021/2022 is 95%.
- (2) A marginal decrease of 0.02% compared to the previous year. The set target of 1.20% is assessed as achievable for 2021/2022.
- (3) The net cost of operating the Robinvale Resource Centre has decreased by \$45,877.35 over the previous twelve month reporting period. For the same period the population of Robinvale and the surrounding district has, according to the most recent 2016 Census data, decreased by 225 persons. This has resulted in the cost of service provision, per head of population, reducing by \$5.90 for the reporting period.

Service Performance Report 2020/21 – Organisational Support

Information Management				
Quality/Cost Standard	Target	2020/21	2019/20	2018/19
Service meets agreed timeframes for incoming correspondence registration: <ul style="list-style-type: none"> • 3.40pm Monday • 2.20pm Tuesday – Friday 	Yes Yes	Yes Yes	Yes Yes	Yes Yes
Cost of service as a percentage of total operating expenses (excluding major projects). Information Management Program / Total Operating Expenditure	<0.81%	0.49%	0.52%	0.58%

Information Technology Services				
Quality/Cost Standard	Target	2020/21	2019/20	2018/19
Authority System available	98%	98%	99%	97%
Network Services available	98%	100%	98%	99%
Internet Services available	98%	98%	100%	100%
Cost of providing IT services as a percentage of total operating expenses IT program (bottom line 3345) / Total operating expenditure	<3.0%	2.62%	2.15%	2.5%
Cost of IT services per connected user IT program (bottom line 3345) / Number of personal devices supported	\$3,870	\$3,715	\$3,766	\$3,856

Finance Services				
Quality/Cost Standard	Target	2020/21	2019/20	2018/19
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 ⁽¹⁾ Yes	Yes Yes Yes N/a Yes	Yes Yes Yes Yes Yes	Yes Yes Yes Yes Yes
Cost of providing financial services as a percentage of Total Council Operating Expenses Finance Program Costs (Bottom Line P3340) / Total Operating Expenditure (excluding depreciation)	2.04%	1.81% ⁽²⁾	2.03%	2.14%

Variance comments:

- (1) There is no longer a request for the sector to complete a Local Government Sector Borrowing Survey, recommendation to remove indicator.
- (2) The target for FY2021 was improved by 0.21% (Target 2.02%, Actual 1.81%), this was primarily because Council's Operating expenses (excluding depreciation) was \$1.5 million higher than budget and the Financial Services program bottom-line was \$40k under the budget due to savings in employee costs, bank fees, subscriptions and telecommunication costs.

Service Performance Report 2020/21 – Organisational Support

Council's Operating expenses (excluding depreciation) is \$1.5m higher than budget, this is because there was \$1.5m in higher grant payments redirected to partner councils under the Regional Growth Fund, \$405k in asset write-offs, net savings of \$681k in employee costs, and no budget for right-of-use assets. The latter being the first time introduction of a new accounting standard through our accounts.

The target for 2021/22 is 2.10%

Asset Management				
Quality/Cost Standard	Target	2020/21	2019/20	2018/19
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	71 ⁽¹⁾ 94 ⁽¹⁾ 95 ⁽¹⁾ 90 ⁽¹⁾ 50 ⁽¹⁾ 60 ⁽¹⁾ 57 ⁽¹⁾ 50 ⁽¹⁾ 69 ⁽¹⁾ 48 ⁽¹⁾ 33 ⁽¹⁾	67 94 95 65 50 60 46 38 69 45 33	63 94 95 65 50 57 46 25 59 43 -
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)	0.90	0.82	0.74	0.64

Variance comments:

- ⁽¹⁾ Asset Management Policy review has improved scores in a number of areas including defining roles and responsibilities and improving Linkages to Long Term Financial Plan.

Human Resources				
Quality/Cost Standard	Target	2020/21	2019/20	2018/19
Number of staff issues referred to Fair Work Australia	Nil	3 ⁽¹⁾	Nil	Nil
Number of organisational training hours provided per EFT	7 hours	25.9	24.8	22
Cost of providing Human Resource Services as a per cent of total operating expenses	1.20%	1.30% ⁽²⁾	1.27%	1.19%

Variance comment:

- ⁽¹⁾ Cases listed for conciliation, no cases referred for arbitration.
- ⁽²⁾ 0.2 EFT increase to Governance Officer hours to backfill for long term leave and retirement.

Service Performance Report 2020/21 – Organisational Support

Commercial Services and Risk Management				
Quality/Cost Standard	Target	2020/21	2019/20	2018/19
All tendering and acquisitions undertaken by Procurement and Property is done in accordance with adopted Council policy.	Yes	Yes ⁽¹⁾	Yes	Yes
Cost of providing Procurement and Property as a percentage of Total Council Operating Expenses. Total cost of Program (less Insurance Premiums) / Total operating cost of Council	<1.2%	0.58%	0.78%	1.09%
Risk Management (insurance)– WorkCover (EFT to premiums)	\$2,300	\$1,407 ⁽²⁾	\$2,368	\$2,303
Risk Management (insurance)– Property (Value of property v Premium)	\$0.0020	\$0.0019	\$0.0012	\$0.0012
Risk Management (insurance)– Registered Motor Vehicles Unit cost	\$425	\$617 ⁽³⁾	\$581	\$505

Variance Comment:

- (1) All tendering and acquisitions undertaken by Procurement and Property where done in accordance with adopted Council policy however, the awarding of contracts for the Kerbside and Landfill services were not managed by Procurement & Properties nor were they tendered in accordance with the adopted policy.
- (2) A reduced number of claims and claims costs has resulted in a reduced premium, last year of the MAV scheme.
- (3) Recommend that the target be increased annually by 11% based on trends.

Plant and Fleet Management				
Quality/Cost Standard	Target	2020/21	2019/20	2018/19
Percentage of occasions actual service times on all major plant and vehicle items meet manufacturers set standard time	90%	89%	89%	89%
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	\$148 ⁽¹⁾	\$144	\$138
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	\$289 ⁽¹⁾	\$239	\$244

Variance Comment:

- (1) The average costs of services are high due to extra cost for Covid-19 cleaning of vehicles both prior and post service.
- (2)

Service Performance Report 2020/21 – Governance and Leadership

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	2020/21	2019/20	2018/19
Community satisfaction with Council's advocacy role per annual Local Government Survey	54	-(1)	52	52
Community satisfaction rating for overall performance generally of Council as per Local Government Community Satisfaction Survey	55	56	54	54

Variance comment:

- (1) Community satisfaction with Council's advocacy role is no longer a core question in the annual Local Government Survey. Suggestion to replace with community satisfaction with Council's community consultation and engagement per annual Local Government Survey and community satisfactions with decisions made in the interest of the community per annual Local Government Survey.

Community Development				
Quality/Cost Standard	Target	2020/21	2019/20	2018/19
Government and other funding attracted during the year to supplement community and Council activities	\$800,000	\$7,730,000	\$14,158,871	\$3,270,000
Number of actions implemented out of community plans At least one action per plan	30	25	19	24
Net program cost as a percentage of operating budget Net program cost: Total operating expenditure less revenue / Rates determination statement net operating result	<1%	0.92%	0.94%	0.87%

Service Performance Report 2020/21 – Governance and Leadership

Corporate Governance				
LGPRF Indicator	Target	2020/21	2019/20	2018/19
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 – 30%	0-30%	4.04%	4.37%	5.56%
Satisfaction with community consultation and engagement Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement Expected range: 40 – 70%	40-70%	51%	52	54
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%	80-100%	94.44%	95.92%	96.64%
Cost of Governance Direct cost of Governance service / Number of Councillors elected at last Council general election. Expected range: \$30,000 - \$80,000	\$30K-\$80K	\$43,117	\$43,941	\$43,621
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: 40 – 70%	40-70%	48 ⁽¹⁾	45	51

Variance comments:

- ⁽¹⁾ Satisfaction with Council decisions has increased. Council has invested in community engagement, developing a policy and guidelines for staff to support greater engagement on issue that impact the community.

Media and Events				
Quality/Cost Standard	Target	2020/21	2019/20	2018/19
Number of media releases distributed annually	130	158	165	123
Number of social media post annually	1,700	1,470 ⁽¹⁾	1,546	1,417
Production and distribution of Council's Community Newsletter Twice per year	2	5 ⁽²⁾	2	2
Cost of providing media and events unit services As a percentage of total Council operating expenses	<0.5%	0.27% ⁽³⁾	0.3%	0.4%

Variance comments:

- ⁽¹⁾ Council has had a decrease in the number of social media posts annually, this could be a result of Council no longer looking after the Big Green Shed social media pages.
- ⁽²⁾ Council published a winter 2020 newsletter in August. Council has switched more recently to monthly newsletters published on the last Friday of the month in the Guardian and Sentinel. We have published 4 of these (March, April, May & June 2021).
- ⁽³⁾ Reduced cost due to staff vacancy for an extended period of time

B.21.91 QUARTERLY REVIEW OF FINANCIAL PERFORMANCE AND FINANCIAL POSITION TO 30 SEPTEMBER 2021 S42-20-00

Responsible Officer: Director Corporate Services
File Number: S42-20-00
Attachments: 1 [↓](#) Income and Expenditure
 2 [↓](#) Balance Sheet

Declarations of Interest:

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

Summary

A review of Council's Financial Performance (Income and Expenditure) and Financial Position (Balance Sheet) to the adopted Budget for the three months to 30 September 2021 has been conducted and the results are summarised in this report.

Discussion

A summarised Statement of Income and Expenditure and a summarised Balance Sheet for the 3 months ended 30 September 2021 are included with this report.

Major variations to budget as at 30 September 2021 are also explained by way of notes on the attached reports.

The forecast result is expected to be better than budget at this stage of the financial year.

The predicted surplus for the purpose of this report assumes that Major Projects and Capital Works for the remainder of the financial year will be within budget.

Significant forecast variations to budget include:

	Current Forecast Variances	
Grants Commission – Financial Assistance Grants (including Transfer from Reserve)	\$297,366	Favourable
Grants Commission – 2021 Underpayment	\$110,267	Favourable
Employee Costs – Recruitment Gaps	\$232,000	Favourable
Planning and Development Contractor	(\$60,000)	Unfavourable
WorkCover Premiums	\$229,300	Favourable
WorkCover Levy – MAV Scheme Liability	(\$924,000)	Unfavourable
Transfer from WorkCover Stabilisation Reserve	\$305,000	Favourable
Commercial Leases	(\$89,610)	Unfavourable
Leisure Centre Contributions	(\$45,300)	Unfavourable
Carparking	(\$36,000)	Unfavourable
Cleaning Costs – June Invoice	(\$6,590)	Unfavourable
Net Variation to 2021/22 Budget	\$12,433	Favourable

It should be noted that the Pioneer Settlement revenue is currently \$136,000 below forecast due to the current lockdowns and restrictions on patron numbers, however at this stage it is difficult to predict the full year result.

Consultation

Consultation occurred as part of the Budget preparation process.

Financial Implications

The report shows a predicted rates determination surplus \$12,433 better than budget for the 2021/22 financial year.

Social Implications

Not relevant to this item.

Economic Implications

Not relevant to this item.

Environmental Implications

Not relevant to this item.

Risk Management Implications

The anticipated surplus is subject to income and costs trending as expected over the remainder of the year.

Council Plan Strategy Addressed

Governance and leadership - Effective and efficient utilisation of resources.

Options

Council may choose to adopt or amend the recommendation.

Recommendation

That Council note that the anticipated end of financial year result is \$12,433 better than budget at this stage.

**SWAN HILL RURAL CITY COUNCIL
STATEMENT OF INCOME & EXPENDITURE
FOR THE 3 MONTHS ENDING 30/09/2021**

	Actual Year To Date 30/09/2021 \$000	Budget Year To Date 30/09/2021 \$000	\$ Variance To Budget \$000	% Variance To Budget	Original Annual Budget 2021/22 \$000	Notes
OPERATING INCOME :-						
Rates, garbage charges and marketing levy	30,000	30,022	(22)	-0.1%	30,022	
Statutory fees & fines	278	261	17	6.4%	1,045	
User fees	935	1,135	(200)	-17.6%	4,539	1
Grants - Operating (recurrent)	1,684	2,473	(789)	-31.9%	9,893	2
Grants - operating (non-recurrent)	640	418	222	53.1%	1,672	3
Grants - capital (recurrent)	169	359	(190)	-52.9%	1,434	4
Grants - capital (non-recurrent)	576	2,462	(1,886)	-76.6%	9,847	5
Contributions - cash non recurrent	7	64	(57)	-89.0%	255	6
Interest income	34	78	(44)	-56.3%	311	7
Proceeds from disposal of assets	109	416	(307)	-73.8%	1,662	8
Other revenue	158	756	(598)	-79.1%	3,024	9
TOTAL INCOME	34,590	38,443	(3,853)	-10.0%	63,704	
OPERATING EXPENSES (Excluding Depreciation) :-						
Employee benefits	4,895	5,352	(457)	-8.5%	21,407	
Contract payments materials & services	3,952	4,418	(466)	-10.6%	17,673	10
Bad & doubtful debts	-	1	(1)	0.0%	2	
Finance costs	(15)	50	(65)	-130.3%	198	11
Other expenses	290	300	(10)	-3.3%	1,200	
TOTAL OPERATING EXPENSES (Excl. Depn.)	9,122	10,120	(998)	-9.9%	40,480	
OPERATING RESULT (Excl. Depn.)	25,468	28,323	(2,855)	-10.1%	23,224	
CAPITAL ITEMS :-						
Capital works/asset purchases	2,541	6,589	(4,048)	-61%	26,355	12
SURPLUS (DEFICIT) AFTER CAPITAL ITEMS	22,927	21,734	1,193	6%	(3,131)	
ADD FINANCING TRANSACTIONS						
Loan principal redemption	(122)	(1,291)	1,169	-90.6%	(5,165)	13
Transfers to/from reserves	4,080	4,080	-	0.0%	8,398	
Proceeds from loans	-	-	-	0.0%	0	
TOTAL FINANCING TRANSACTIONS	3,958	2,789	1,169	41.9%	3,233	
BUDGET RESULT SURPLUS	26,885	24,523	2,363	9.6%	102	

- 1 User fees and charges are below forecast due mostly to the impact of the COVID-19 pandemic. The Pioneer Settlement (\$136K) has been closed due to the state lockdown. Parking fees (\$36K) are below forecast due to the decision from Council to waive meter fees. The Livestock exchange (\$46K) is currently below forecast but full year fees and charges are expected to meet budget.
- 2 Fifty per cent of Council's 2021/22 Victoria Grants Commission allocation was received in advance in June 2021. This variance will remain for the year and is offset by increased cash holdings on the Balance Sheet and in transfers from reserves.
The full year result for the Victoria Grants Commission allocation will be \$407,633 better than forecast due to an additional \$297,366 from the indexation of our allocation in the 2022 year, and \$110,267 being the underpayment from 2021.
- 3 Grant funding of \$230K has been received for the Seasonal Worker Accommodation Action Team which had not been forecast. Funding for Roadside Weeds and Pests of \$75K have been received in full while the budget allowed for this to be received throughout the year.
- 4 The first instalment of the Roads to Recovery grant has been received. This grant funding will be received in full by the end of the financial year.
- 5 Timing issue. Project milestones are yet to be completed for a number of significant capital works projects. Refer note 12.
- 6 Timing issue. Contributions for major projects are yet to be requested from the users. These funds will be collected once the projects begin.
- 7 Timing issue. Current term deposits have accrued \$32K in interest income and will be recognised at maturity.
- 8 The budget had allowed for the sale of lots in Ronald St Robinvale over the financial year. These lots will not be sold until the end of the year.
- 9 The budget had allowed for \$540K of sales at Tower Hill. Once the next stage has been completed lots will begin to be sold. EPA levy reimbursements from the landfill contractor are \$111K below forecast. The first quarter reimbursements are yet to be received.
- 10 The majority of this variance (\$460K) relates to the payment of the waste management contract. There have been delays in receiving and authorisation of contractor payments.
- 11 Timing issue. Council's interest only loans have accrued \$92K in interest costs which will be booked when the instalments are paid in Nov and Dec 2021.
- 12 Significant capital works projects forecast for the 2021/22 year such as the Our Place building, road reconstructions and resheets, Swan Hill Aerodrome runway and terminal upgrades, Ronald St and Tower Hill developments have all had minimal expenses to date. Council also has almost \$18M in works carried forward from the 2020/21 year that will further delay the 2021/22 budgeted works.
- 13 Timing issue. The payout of an interest only loan of \$4.795M is due in November. The budget allows for this over the full year.

**SWAN HILL RURAL CITY COUNCIL
SUMMARISED BALANCE SHEET
AS AT 30/09/2021**

	This Year Actual As At 30/09/2021 \$000	Last Year Actual As At 30/09/2020 \$000	\$ Movement Y.T.D. \$000	% Movement 2021/22	Budget As At End 2021/22 \$000
CURRENT ASSETS:-					
Cash and Cash Equivalents	54,091	50,622	3,469	6.9%	22,969
Trade & Other Receivables	22,107	17,980	4,127	23.0%	3,909
Inventories	204	251	(47)	-18.7%	146
Other Assets	208	12	196	1633.3%	311
TOTAL CURRENT ASSETS	76,610	68,865	7,745	11.2%	27,335
CURRENT LIABILITIES:-					
Trade & Other Payables	646	3,887	(3,241)	-83.4%	3,375
Trust Funds & Deposits	1,347	1,376	(29)	-2.1%	2,514
Provisions	5,293	5,405	(112)	-2.1%	5,835
Interest Bearing Loans & Borrowings	5,140	501	4,639	925.9%	268
Lease Liabilities	241	0	241	100.0%	75
TOTAL CURRENT LIABILITIES	12,667	11,169	1,498	13.4%	12,067
NET CURRENT ASSETS	63,943	57,696	6,247	10.8%	15,268
NON-CURRENT ASSETS:-					
Trade & Other Receivables	111	111	-	0.0%	130
Property, Plant, Equipment & Infrastructure	497,180	491,857	5,323	1.1%	530,745
Right-of-use Assets	444	-	444	100.0%	204
Intangible Assets	3,072	3,072	0	0.0%	3,196
TOTAL NON-CURRENT ASSETS	500,807	495,040	5,767	1.2%	534,275
NON-CURRENT LIABILITIES:-					
Interest Bearing Loans & Borrowings	2,608	7,276	(4,668)	-64.2%	2,350
Lease Liabilities	189	458	(269)	100.0%	142
Provisions	1,743	1,688	55	3.3%	1,650
TOTAL NON-CURRENT LIABILITIES	4,540	9,422	(4,882)	-51.8%	4,142
TOTAL NET ASSETS	560,210	543,314	16,896	3.1%	545,401
EQUITY:-					
Accumulated Surplus & Reserves	348,042	333,321	14,721	4.4%	311,757
Asset Revaluation Reserve	212,168	209,993	2,175	1.0%	233,644
TOTAL EQUITY	560,210	543,314	16,896	3.1%	545,401

B.21.92 HYBRID COUNCIL MEETINGS

Responsible Officer: Director Corporate Services
File Number: S16-05-01
Attachments: Nil

Declarations of Interest:

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

Summary

This report proposes that Council approve the attendance of staff at Council Meeting by virtual means where necessary.

Discussion

Section 394 of the Local Government Act 2020 provides for Councillors to attend and for Council to conduct Council Meetings through virtual technologies. Swan Hill Rural City Council has availed itself of this opportunity provided by section 394 on a very limited number of occasions throughout COVID-19 pandemic and the associated restrictions. It has been Council's preference to meet face-to-face wherever possible and to have a gallery in attendance where restrictions allow for this.

Statements released by the Victorian State Government in recent days indicate that, the Chief Health Officer's orders going forward and Victoria's roadmap out of restrictions and into alignment with the National Plan suggest that it will not be possible for anyone to attend a Council Meeting unless they are vaccinated once Victoria reaches 80% double vaccinated or enters the threshold for Phase D of the National Plan. The State has indicated that on current vaccination trends, this trigger is likely to be reached on or around 5 November. The actual date for the trigger of Phase D arrangements will be advised by the State, presumably through the Chief Health Officer's orders at some time in the future.

When that trigger is reached the prohibition on attendance for unvaccinated people will apply to Councillors, staff and the public.

In relation to attending work, the requirement will be that those who are not vaccine compliant will be required to work from home if they can. Council has taken legal advice in respect of this matter and all Councils' throughout Victoria are taking advice to best understand how they respond to the ever-changing environment brought on by the Chief Health Officer's orders.

Council's legal advice, clarifies that it is possible and in fact is an obligation of Council to provide for virtual attendance at Council Meetings. In accordance with section 394 of the Local Government Act. This will be necessary if all Councillors of the municipality are not vaccine compliant. Council will be able to offer a hybrid model of attendance where some Councillors will attend in person, whilst others will

be able to attend virtually. Council will need to put arrangements in place to ensure that all Councillors, be they attending in person or virtually are able to fully participate in debate, in the vote and in all parts of the Council Meeting. The same arrangements will be available to staff who are required to present or assist with the Council Meeting and the same arrangements will also be available for members of the public, this has already been put in place through the live streaming of the Council Meetings.

It is clear from the legal advice that Councillors can rely on section 394 of the Local Government Act to provide them with the legal right to attend Council Meetings virtually up until 26 April 2022 at which time these provisions expire. It is unclear at this time as to whether those provisions will be extended or replaced with an alternative set of arrangements.

Staff required to assist in the operation of the Council Meeting or to present at the Council meeting are unable to rely on section 394 and it will be necessary for Council to resolve that it accepts the attendance of staff at Council meetings through virtual means.

Council needs to ensure that it conducts all of its affairs, including the conduct of its Council Meetings in a COVID-safe manner. There is some nervousness about the effectiveness with which hybrid Council Meetings can be conducted, but in the current vaccine mandate climate this is seen as the only way to ensure that all Councillors and the staff necessary to conduct the Council Meeting are able to participate in a COVID-safe manner. Council will need to constantly monitor developments in the vaccine mandate environment and respond to changes as they are enacted. For now, however, it is suggested that Council should support the attendance at Council Meetings by staff through virtual means.

Council Plan Strategy Addressed

Governance and leadership - Effective and efficient utilisation of resources.

Options

Council may choose to adopt or amend the recommendation.

Recommendations

That Council:

- 1. Approve the attendance of staff at Council Meetings and Council Assemblies through virtual means, where they are prevented from attending in person because of their vaccination status or for any other reason.**

- 2. Review this decision as necessary in the face of changing legislation and regulation, and in particular the Chief Health Officer's orders, or other COVID restriction legislation that may be enacted.**

B.21.93 PRESENTATION OF ANNUAL REPORT FOR THE YEAR ENDED 30 JUNE 2021

Responsible Officer: Director Corporate Services
File Number: S15-28-14
Attachments: 1 [↓](#) 2020/21 Annual Report

Declarations of Interest:

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

Summary

Council's Annual Report incorporating the Financial and Performance Statements and the Audit Opinions, were completed and delivered to the Minister on 30 September 2021. The Annual Report is now presented for Council's consideration and endorsement.

Discussion

Following the completion of all statutory requirements, Swan Hill Rural City Council's Annual Report for the year ended 30 June 2021 is presented for consideration and endorsement by Council. The format of the Annual Report is consistent with the model recommended by Local Government Victoria.

Some of the highlights of the 2020/21 year were:

- Completion of the new Robinvale Learning and Community Hub – a new permanent community library.
- Commenced the Ronald Street housing development in Robinvale consisting of an 8 lot subdivision and subsequent housing.
- Commencement of upgrades to the Swan Hill Aerodrome. The upgrades will enable the aerodrome to increase its capacity, allowing larger aircraft to operate at the facility.
- Two new EV chargers are being installed in Swan Hill and Robinvale.
- Beautification of Bromley Road was completed as the final stage of the Bromley Road Masterplan.

All of Council's Financial Accountability Statements received clear audit opinions. Council remains in a good financial position, achieving an accounting surplus of \$19.1 million for the year. This is the twelfth successive annual surplus. Council needs to continue to achieve operational surpluses to ensure sufficient cash is available to fund future capital works like the replacement of roads and other community assets. The Balance Sheet continues to indicate Council's good financial base. Current assets exceed current liabilities by \$41 million and exceed total liabilities by \$36 million. The sum of \$565,000 was repaid to lending institutions during the year.

Consultation

The availability of the Annual Report for inspection has been advertised in accordance with the Local Government Act. The Annual Report is a key element of Council's communication with the community.

Financial Implications

Council remains in a healthy financial position.

Social Implications

Not applicable.

Economic Implications

Not applicable.

Environmental Implications

Not applicable.

Risk Management Implications

It is important that Council continue to generate an operational surplus in order to help ensure ongoing financial sustainability including the ability to replace assets when necessary.

Council Plan Strategy Addressed

Governance and leadership - Effective and efficient utilisation of resources.

Options

Council may choose to adopt or amend the recommendation.

Recommendation

That Council consider and endorse the 2020/21 Annual Report of Swan Hill Rural City Council as presented.



Annual Report

2020/21



About our Annual Report

Swan Hill Rural City Council is pleased to present its 2020/21 Annual Report, which provides a detailed account of our performance from 1 July 2020 to 30 June 2021.

Documenting Council's performance against the 2020/21 Budget and the Council Plan, the Annual Report highlights achievements and challenges faced within key service areas and programs.

Council seeks to achieve community engagement and an understanding of Council's operations by conducting its affairs openly and with integrity.

Transparency in our decision-making and accountability are core values of Council, reflecting high levels of good governance.

This report provides information to a variety of audiences including community groups, businesses, ratepayers, visitors, investors, government agencies and other interested stakeholders.

Acknowledgement

Swan Hill Rural City Council acknowledges the traditional custodians of the land, and pays its respects to their elders, past and present.

Our offices

Swan Hill office

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SWAN HILL VIC 3585
(T) 03 5036 2333
(F) 03 5036 2340

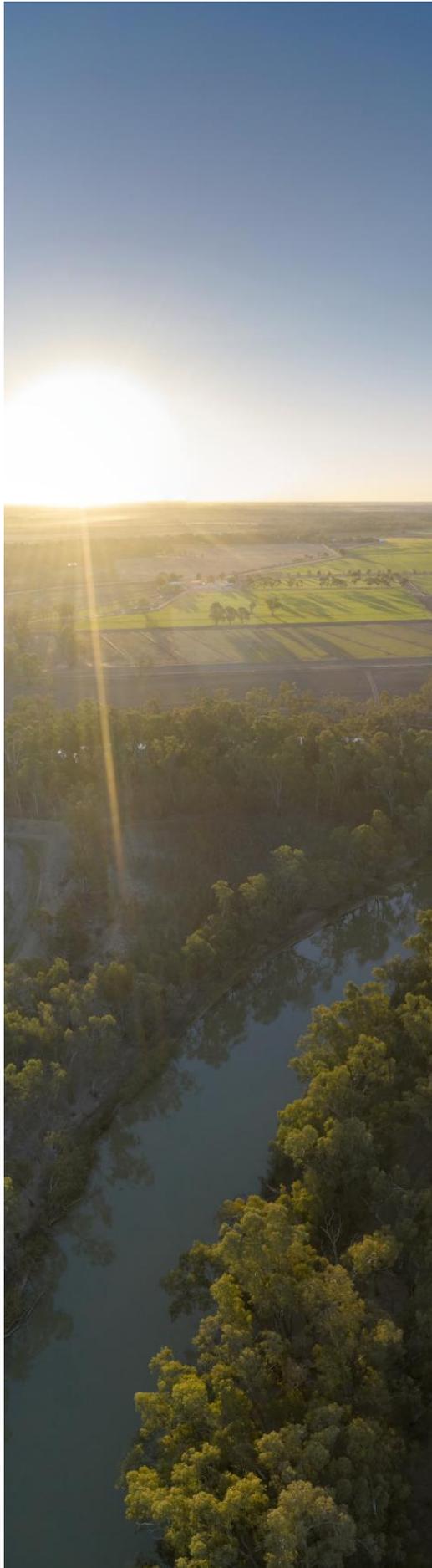
Robinvale office

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SWAN HILL VIC 3585

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W: www.swanhill.vic.gov.au





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Welcome to the report of operations

We are committed to transparent reporting and accountability to our community. The Annual Report is our primary means of advising residents within the Swan Hill Rural City Council region about our operations and performance during the 2020/21 financial year.

How to read our Annual Report

Introduction

Provides a snapshot of our region and highlights what we have accomplished.

The year in review

Messages from our Mayor and CEO, a financial summary and major projects highlights.

Our Council

Our region's history and profile, and information on our Councillors.

Our people

Information on Council's employees, including our organisational structure, occupational health and safety, equal opportunity, and appreciating our staff.

Our performance

Results against our Council Plan key strategic initiatives, Local Government performance reporting indicators, and major initiatives and services identified in the 2020/21 Budget.

Corporate governance

Governance and statutory information including decision-making, elected members, risk management, benchmarking and accountability.

Performance statement

Local Government performance reporting indicators for sustainable capacity, service performance and financial performance.

Financial performance

Council's general purpose financial statements.



Part one

Introduction

INTRODUCTION

Snapshot of Council

Swan Hill Rural City Council covers 6,116 square kilometres and is home to 20,534* people. It includes the townships of Swan Hill, Robinvale, Lake Boga, Nyah, Nyah West, Piangil, Beverford, Woorinen, Ultima, Manangatang and Boundary Bend.

The Swan Hill municipality has experienced significant growth over the past decade, led by the expansion of horticultural/ agricultural practices and supported by an innovative manufacturing sector.

This success is depicted by the fact that the region is Australia’s largest producer of table grapes, pistachios and olives, responsible for one quarter of all carrots nationwide, a top contributor to the stone fruit industry and accounts for approximately 70 percent of Australia’s Almonds and Olive Oil production.

Almost 22 per cent of the total economic output from the region comes from agricultural production.

Irrigated farming (including stonefruit, grapes, nuts, olives and vegetable production) accounts for over 15 per cent of the total economic output for the municipality, while traditional livestock and broadacre farming accounts for almost 5 per cent.

More than 17 per cent of all jobs in the city are directly related to agriculture.

Food manufacturing (processing) accounts for almost 9 per cent of the municipality’s economic output.

The 2018 gross value of production for irrigated crops in the Swan Hill LGA was estimated at \$1.18 billion and the 2017-18 gross value of production for dryland cropping in the Swan Hill LGA was estimated at \$211.6 million. These figures are likely to be higher in 2021.

Located along the Murray River, tourism plays an important role in our region’s# economy. Our climate and natural beauty attract around 917,500 each year as reported in the Murray Regional Tourism (MRT) Snapshot report, March 2020. The devastating effects of the COVID 19 pandemic have severely impacted the local tourism economy. Data captured in Murray River Tourism (MRT) “Travel to the Murray Region (April 2020 to March 2021)” report indicates a reduction of 51.9% or 434,000 visitors for domestic overnight travel, impacting our local economy by \$143 million.



Our municipality: fast facts
20,534* Our population
6,116km2 Our area
3,655km The length of our local roads (sealed and unsealed)
12,124 Our rateable properties
\$1.46 billion Gross regional product
9,126 People working

Our Vision

A prosperous and healthy community enjoying quality facilities and services.

Our Mission

We will lead, advocate, partner and provide efficient services and opportunities for growth and the wellbeing of our community and environment.

Our Values

Council values our residents and community and will be responsive to their needs. In pursuing our objectives, we believe in, and are committed to, the following values:

Community engagement

We will ensure that our communities are consulted, listened to and informed.

Leadership

We will be at the centre of our community and by actively engaging our community, we will form the collective view on strategic issues and will then express our views through strong advocacy.

Fairness

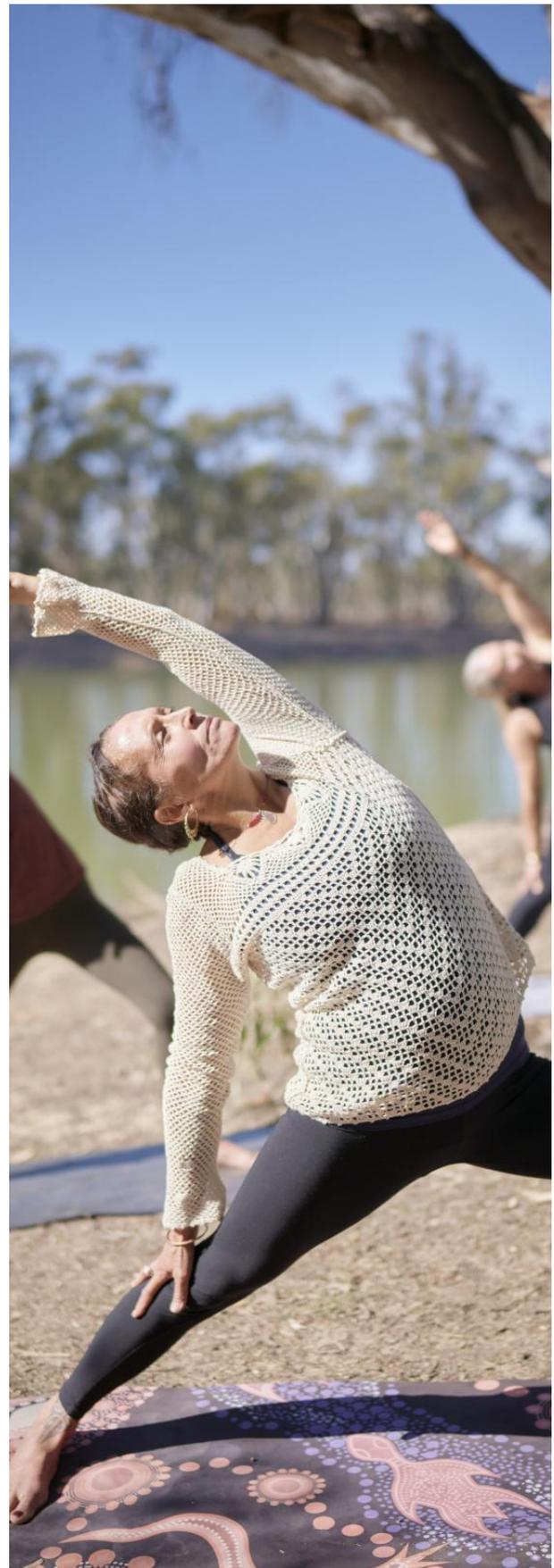
We will value and embrace the diversity of our community and ensure that all people are treated equally.

Accountability

We will be transparent and efficient in our activities and we will always value feedback.

Trust

We will act with integrity and earn the community's trust by being a reliable partner in delivering services and providing facilities.



INTRODUCTION

Highlights of the year

Economic Growth

- While COVID continues to take a significant toll for businesses in the region, economic development is still happening and existing and new businesses are showing confidence in the municipality.
- New residential developments in the South West precinct, two new childcare centres, an active lifestyle village, expansion of the Robinvale distillery, large citrus plantation are all in train and examples of the entrepreneurial spirit of the region.

Community Enrichment

- Thirty nine community groups and events have shared in more than \$110,000 through Council's community and events grants. In addition, approximately \$15,000 has been allocated to boost the hospitality and entertainment industry through our Local Entertainment Grant initiative.
- Completion of the new Robinvale Learning and Community Hub – a new permanent community library, replacing weekly mobile library visits to Robinvale.
- Tenth Anniversary of the TAC L2P Program – in the past decade the TAC L2P program has helped 352 learner drivers, achieved 115 licences, involved 82 mentors and acquired 500 driving hours.
- Fairfax Youth Initiative successfully went digital – they created an impressive virtual gallery and held a variety of online events during the COVID-19 pandemic. The week received rave reviews.
- The Vibrant Villages project began for the communities of Woorinen, Ultima, Manangatang, Lake Boga, Boundary Bend, Piangil, Beverford, Nyah and Nyah West will receive \$750,000 worth of community upgrades.

Infrastructure

- The commencement of upgrades to the Swan Hill Aerodrome. The funding will enable the aerodrome to increase its capacity, including allowing larger aircraft to operate at the facility. The project received \$1.2 million in Federal funding.
- New toilets were installed at the George Lay Park in Swan Hill, a much anticipated project for the Swan Hill community. The toilets were opened in June 2021.
- An off leash dog park in Swan Hill has been the result of an off leash dog area trial. The comprehensive program of works has commenced and is expected to be completed in July 2021. The project is funded by the Local Parks Program which is supported by the Victorian Government.

Governance and Leadership

- Endorsed the COVID-19 Economic Response, Relief and Recovery Action Plan.
- Adopted the Robinvale Housing Strategy.
- Established an Audit and Risk Committee
- Adopted the Public Transparency Policy
- Adopted the Long Term Financial Plan 2020/21 to 2029/30 as presented.
- Approved the Implementation of the Swan Hill Aerodrome Improvement program of works.
- Approved the Swan Hill Incorporated Annual Marketing Plan and Budget (2021/22)
- Adopted the updated Environmental Management Policy

Environment

- Mallee Sun Solar Bulk Buy is a partnership between Council and the More Australian Solar Homes (MASH) community solar bulk-buy which is delivered by the not-for-profit Central Victorian Greenhouse Alliance. The partnership ensures high quality solar systems at competitive prices for residents. The program also works closely with local installers to promote local job opportunities.
- Council is one of 46 Victorian councils to sign on to VECO, the Victorian Energy Collaboration, the largest ever emissions reduction project by local government in Australia. ECO, led by Darebin City Council in Melbourne’s north, will provide 45 per cent of all Victorian Councils’ electricity requirements with 100 per cent renewables, reducing greenhouse emissions by 260,000 tonnes of CO2-e every year. Provided by Red Energy, the 240GWh of clean power is equivalent to powering 48,000 homes with renewables or removing the emissions from 90,000 cars every year.
- Two new EV chargers are being installed in our municipality in Swan Hill and Robinvale. The new stations are expected to boost tourism, create jobs and reduce emissions.

Challenges for 2020/21

- Proposed Heritage Listing of Pioneer Settlement.
- Delays in construction of the Our Place project.
- Work with local and state organisations to implement priorities from the Robinvale Housing Strategy.
- Additional challenges relating to COVID-19 restrictions including changed work environments, business and facility closures, event cancellations and local economic impacts.
- Aged Care Royal Commission final report and recommendations have created more uncertainty in the future of community-based aged care services.
- Progress on the recently-adopted Youth Strategy and Municipal Early Middle Years Plan



INTRODUCTION

Statistics for 2020/21

<p>12,124</p> <p>rateable properties</p>	<p>7,160</p> <p>tonnes of garbage, recycling and organics collected from kerbside bins</p>	<p>2,545</p> <p>immunisations administered</p>
<p>61,917</p> <p>visits to the Pioneer Settlement</p>	<p>181</p> <p>planning permits and</p> <p>280</p> <p>building permits issued</p>	<p>14,997</p> <p>hours of community care provided</p>
<p>2,914</p> <p>registered animals</p>	<p>8.02</p> <p>kilometres of reconstructed roads</p>	<p>2,864</p> <p>active library members</p>
<p>7,912</p> <p>people attended 203 events and performances at Swan Hill Town Hall PACC</p>	<p>158</p> <p>media releases</p>	<p>1,407</p> <p>metres of footpath replaced</p>
<p>100</p> <p>inspections of food businesses</p>	<p>\$14.5 million</p> <p>spent on capital works projects</p>	<p>5,423</p> <p>maternal and child health consultations</p>

Year at a glance

July

Dr Anne Webster MP visit

Federal Member for Mallee Dr Anne Webster visited manufacturing businesses in the Swan Hill region. The visits highlighted the size and diversity of the manufacturing sector in Swan Hill and the growth of industry.



Tower Hill Stage 12

All 19 lots of Stage 12 Tower Hill were reserved and contracts for the sale signed.

Infrared thermometers for accommodation providers

Infrared thermometers were distributed to the region's accommodation providers as part of the Victorian Government's efforts to slow the spread of COVID-19.



Swan Hill features on weather report

Swan Hill featured on the Channel 9 weather report. Swan Hill Incorporated jumped at the opportunity presented by Murray River Tourism and Visit Victoria and provided footage of a few familiar faces.

Visit Melbourne features Swan Hill

Swan Hill was featured on the Visit Melbourne Instagram page. The page has more than 795,000 followers.

Our Place Site Option 1 adopted

Site Option 1 is inside the Pioneer Settlement to the north of the Gem and will house the art gallery, visitor services, the Pioneer Settlement entrance and a new Aboriginal cultural experience.

The motion that was carried included an agreement to retain the windmill and train on the Pioneer Settlement grounds. Council also resolved to investigate repair works for the Pental Island Bridge.



New South Wales border closure

Due to the COVID-19 pandemic, the NSW Government announced a permit system for those that need to travel between Victoria and NSW.

Working for Victoria Program

Council employed 47 new staff for six months as part of the State Government's Working for Victoria initiative. Roles included outdoor workers, cleaners, administration support and community services staff.

Robinvale Netball Courts

Designs for the new Robinvale Netball courts were finalised and a survey completed regarding a new entry concept. The new entry aimed to realign the entry into the Leisure Centre, to transition smoothly with Watkins Street.

Bromley Road line marking complete

Permanent line marking was completed along Bromley Road, as part of the Bromley Road Beautification Project.

INTRODUCTION

Year at a glance continued

Route 52 signs

The rollout of Route 52 replacement signs took place over a five-month period.



Reimagined seniors festival

Older community members were encouraged to take part in the reimagined Victorian Seniors Festival. Rather than public events in October, the festival ran from May to October online and on radio. The festival was brought to seniors' homes through online performances, zoom interviews and story-telling.

New carpet at library

New carpet was installed at the Swan Hill Regional Library, giving the library a fresh new look.



Free online workshops

Council and Business Victoria hosted free online workshops for business owners. Training included building an understanding of online advertising, search engines, websites, blogs and social media through practical exercises and real-life examples.

Council and Business Victoria also hosted a free online workshop regarding managing cash flow, including how to prepare a cash flow forecast. The workshop was delivered by a small business financial expert and provided practical tips and techniques business owners could apply straight away.

Lake Boga path

Whitfields Excavations completed the path behind the Yacht and Sea Scouts Clubs at Lake Boga and commenced work on building the path between the lake and houses. With the help of our outdoor staff the re-laying of local turf also commenced.



Promiscuous Provenance exhibition

The Swan Hill Regional Art Gallery hosted the exhibition *Promiscuous Provenance* by award-winning artist Anna Glynn from 18 July to 30 August. The exhibition explored colonial artworks through reimagined antipodean landscapes and playful pairings.



Robinvale arts centre facelift

The Robinvale Community Arts Centre received a facelift, with painting at the building giving the centre a fresher up.



Fence and cricket nets completed

The Robinvale crew, with assistance from the Swan Hill building team, replaced the Pisasale Park fence. Finishing touches were also applied to the Robinvale Cricket Nets.



Robinvale Housing Strategy action plan

Council adopted an action plan to implement the Robinvale Housing Strategy at its July meeting. The strategy highlights the issues encountered in the Robinvale area such as a shortage of low-cost and temporary accommodation. Actions include the development of eight houses in Ronald Street, with Council planning to construct houses on recently subdivided land. This has been made possible via \$500,000 in funding from the State Government, matching Council's own contribution.

August

Responsible pet ownership a must

Dog owners were urged to increase their vigilance and demonstrate responsible pet ownership at all times after a large number of incidents around the Swan Hill area. The incidents included the killing of livestock, attacks on other dogs and people.



Information centre brings yoga online

The Swan Hill Region Information Centre partnered up with local certified yoga teacher Nicole Cutri to bring weekly mini-breaks of yoga and meditation. Each weekly session ranged from 15 to 30 minutes, with the aim of quieting the mind and softening tension within the body

Our Place Cultural Experience space

Council through Wandarrah Action Committee (WAC) continued yarning with the Aboriginal community about the Cultural Experience space for Our Place, including design images showing how the space could be used in different ways. This included a space to provide digital education and storytelling, a visual and digital exhibition around the truth telling timeline, and as a meeting space (both for formal and informal gatherings).

Funding boost for Swan Hill Aerodrome

A community consultation period was opened for anyone wishing to provide comment regarding proposed upgrades to the Swan Hill Aerodrome. The Federal Government committed over \$1.2 million in funding to upgrade the aerodrome. The upgrades include strengthening the main runway and extending the pavement area for a better equipped refuelling facility, and reconstruction and extension of the existing taxiway. The project is expected to be completed by June 2022.



Supporting our youth

Council's Youth Services continued to support the municipality's young people in the municipality during the COVID-19 pandemic with a number of initiatives, including a focus on Year 12 students through school study group sessions and wellbeing programs across schools. Other initiatives included outreach to young people in Robinvale and Manangatang, daily client meetings with Empower Youth Program clients, online weekly NOVO meetings and fortnightly Student Representative Council meetings in Robinvale, online workshops and music events and art/photo competitions.

INTRODUCTION

Year at a glance continued

Swan Hill Remembers launched

The Swan Hill Regional Library launched their documentary-style film Swan Hill Remembers. The online event included the launch of the film and exhibition, as well as a special author talk with Mike Rosel, author of A Rat of Tobruk: A Digger's Lost Images of the Siege. The online exhibition featured memorabilia commemorating local heroes, heroines and significant local sites of World War II.



Lapping up a new dog park in Swan Hill

Council received \$80,000 funding from the Victorian Government for a new off-leash dog park at Swan Hill's Barry Steggall Park.

Swan Hill Regional Soccer Hub scores funding goal

Council received a welcome funding boost of \$500,000 to upgrade facilities at Ken Harrison Sporting Complex towards a Swan Hill Regional Soccer Hub.

The funding will enable the construction of a new pavilion, which will include four unisex change rooms, two unisex umpire facilities, accessible toilet, social space, first aid and storage. The facility is expected be completed by mid 2022.



September

2020 Youth Arts Festival Ambassador

Luca Devlin was announced as the ambassador for Swan Hill's Youth Arts Festival 2020. Youth Arts Festival is an annual one day event celebrating the talents of young people in the community. The festival went virtual in 2020, featuring live performances and virtual art spaces for young people.

New EV charging stations for Swan Hill

Council was pleased to partner with 11 other councils and the Victorian Government to roll out a public network of Electric Vehicle (EV) charging infrastructure. Charging stations are to be installed in the Curlewis Street carpark in Swan Hill and George Street Robinvale – both easily accessible and central locations.

The Victorian Government invested \$664,000 to build charging stations, to better link towns across Victoria and encourage more visitors to the region.

Heartbeat returns

The nightly "Heartbeat of the Murray" laser light spectacular returned for the Victorian school holidays, showing every night from 19 September to 3 October and with limited numbers of 30 patrons per show.



Grants approved

Twenty-two projects were successful in gaining funding under the Community Development Fund program, with successful applicants contributing almost \$153,000 in cash, in-kind and sponsorships or other funding to match Council's funds. Around \$35,000 in funding was allocated to 16 events under the Event Support Fund.

October

New signage at The Stadium

New signage and bollards were installed at The Stadium in Swan Hill. The bollards were the first of a new type being trialled, made from a wood plastic composite and made utilising recycled and reclaimed materials. Council's Working for Victoria staff also began painting and refreshing the interior seating and scorers' benches.



Get online in 2020

The Swan Hill Regional Library got involved in a digital inclusion campaign by hosting several activities during Get Online Week. Activities included an author talk, the posting online tips, as well as a related question on the library's Facebook page each day with readers who answered the question put into the draw to win a daily prize. There were also online quizzes during the week.

Council election results announced

The Victorian Electoral Commission announced the results for the Swan Hill Rural City Council election. The seven Councillors elected to Council for the next four years were: Jade Benham (re-elected), Les McPhee (re-elected), Stuart King, Nicole McKay (re-elected), Bill Moar (re-elected), Ann Young (re-elected) and Chris Jeffery (re-elected).

NAIDOC Week celebrations

Celebrations occurred across Australia in recognition of NAIDOC Week. Council assisted Mallee District Aboriginal Services (MDAS) in hosting events in the municipality during the month as part of NAIDOC Week, including events in Swan Hill and Robinvale. Council updated its Facebook cover banner for the duration of NAIDOC Week in acknowledgment of local First Nations people.

November

Murray Basin Rail project petition

At its November meeting, Council signed and supported the petition of Member for Mallee Anne Webster regarding reviving the stalled Murray Basin Rail Project. Council would also write to the Member for Mallee and the Prime Minister regarding ongoing assistance from the Federal Government to ensure completion of the project.

Free pet microchipping in Swan Hill

Council gave residents the chance to microchip their pets for free over the week from 23 November. A total of 50 microchips were available with a limit of two per household. The free microchipping program was scheduled to return to Robinvale in February 2021.

December

Christmas tree at Town Hall

The first ever Christmas tree went up at the front of the Swan Hill Town Hall PACC with Council depot crews installing the tree. The tree was installed following a request by Swan Hill Incorporated.



Budget welcomed

Council welcomed some positive news from the Victorian Budget, including \$10 million for upgrades to the Robinvale-Sea Lake Road – a project Council and communities had been advocating for. There was also funding for \$15 million for social housing in the Swan Hill municipality as well as funding for upgrades to the Swan Hill Specialist School.

Council expressed disappointment that the Swan Hill Hospital again missed out on funding, and said it would continue to advocate for a new hospital in cooperation with the Swan Hill Needs a New Hospital committee and the community.

INTRODUCTION

Year at a glance continued

Fairfax Youth Initiative goes digital

The Fairfax Youth Initiative (FYI) announced it was going digital for the first time in over 20 years. From December 2020 to January 2021, the Fairfax team provided online mentorship in storytelling to 15 young people, aged 13 to 25 living in the Murray Mallee. The mentorship included coaching and workshops with theatre practitioners, comedians and filmmakers.

Fairfax then selected up to five storytellers to adapt their story for the small screen, working with some of Australia's finest filmmakers to shoot short films on location in the storytellers' hometowns from March to May 2021.

Nyah Netball Courts works continue

Courts, lighting and shelters were completed on the new Nyah Netball Courts, with works on surrounding irrigation and landscaping taking place.



Council flicks the renewable switch

Council joined with 46 other Victorian Councils to form Australia's largest ever buying group to switch to 100 per cent renewable energy. Participating councils will use renewable energy to power municipal offices, leisure centres, streetlights and community buildings.

New kitchen for Senior Citizens

The Nyah West Senior Citizens Hall had a makeover with a complete kitchen refurbishment. The works were undertaken by RTM Constructions and finished ahead of schedule.



January

Free school holiday program at the art gallery

Children engaged with art and creativity at the Swan Hill Regional Art Gallery during free workshops as part of the gallery's School Holiday Program. Run by local artist Shirley Pinchen, the free workshops were made possible thanks to the National Gallery of Victoria (NGV). The workshops were inspired by the artists Alice Oehr, Kenny Pittock and Misaki Kawai.

Great turnout for Pioneer Settlement

The Pioneer Settlement welcomed a significant number of visitors through its doors during the Christmas and New Year period – up 50 per cent from the previous year.

The Heartbeat of the Murray was also well patronised with up to three shows being held a night. The Pyap also did up to three cruises a day, while the summer school holiday program entertained the many visitors.

Robinvale Community Library opens its doors

The Robinvale Community Library opened its doors with a "soft opening" on 18 January. Community members were invited to come along and use the new facility or have a look around. A children's Storytime was also held the same day. Feedback from the community was very positive.



Speed reductions in Swan Hill CBD

The speed limit was reduced to 40km/h in some areas of the Swan Hill CBD, following recommendations from the Department of Transport in response to installed dining pods throughout areas of the CBD. The speed reductions were introduced to ensure the safety of both diners and road users following increased trading in areas outside local hospitality businesses.

Australia Day awards

Mayor Bill Moar congratulated the winners of the Australia Day Awards: Citizen of the Year Lucy Dacey, Young Citizen of the Year Mia Rovere and Community Event of the Year the Swan Hill 24-hour Swimathon.



February

2021 line up at the Town Hall impresses

The Swan Hill Town Hall PACC introduced its exciting line up for 2021, including circus, theatre, music, comedy and dance – with further announcements of tours to be made. All members of the community were encouraged to head online and find out what was coming to the Swan Hill region.

Community partnership getting L2Ps on the road

The Swan Hill TAC L2P Program obtained a new Toyota Yaris thanks to a community partnership between Swan Hill and Kerang Toyota, Murray Mallee Local Learning Employment Network (MMLLEN) and Headspace Swan Hill. The TAC L2P Program assists learners under 21 years of age, who do not have access to a supervising driver or vehicle, to gain the 120 hours driving experience required to apply for a probationary licence. In 2020, 78 young people were involved in the program.

Solar meeting held

The Central Victorian Greenhouse Alliance in partnership with Council held a community information meeting on 25 February regarding installation of solar or adding battery storage to a home or business

Why leave town?

The Swan Hill Region Visitor Information Centre was awarded second place in the Australia-wide *Why Leave Town* promotion, for their Swan Hill Gift Card sales. The Visitor Information Centre loaded \$35,790 onto local Swan Hill Gift Cards during 2020 – an outstanding achievement.

The Swan Hill Gift Card promotion was a unique and convenient gift that was developed by *Why Leave Town* in conjunction with Swan Hill Incorporated. The main benefit of the initiative was to keep money within local communities.



March

Campbell and Pye streets road reconstruction works

Campbell Street and Pye Street in Swan Hill received a major upgrade. Works included replacing existing kerb and channel, road pavement and drainage along with reconstruction of the roundabout on the corner of the streets, to prevent future flooding in the area. The project was funded through the Federal Government's Roads to Recovery Program.

Iconic building moves forward

Detailed design work got underway for Swan Hill's new iconic visitor, arts and cultural building, Our Place, with architects working closely with consultants specialising in construction of modern Art Galleries and visitor engagement.

Help name the new Robinvale library

Council sought feedback from the community to help finalise the new name for the Robinvale College and Community Library building. The library naming panel met and selected two potential names for the community to vote on. These names were "Robinvale Learning and Community Hub" and "Gathering Place."

INTRODUCTION

Year at a glance continued

New gym equipment for leisure centres

Council gave leisure centres in Swan Hill and Robinvale a boost, investing a total of \$200,000 towards the replacement of gym equipment at the facilities. The funding included \$120,000 for the Swan Hill Leisure Centre and \$80,000 for the Robinvale Leisure Centre.



April

Sod turning for Ronald Street construction

Minister for Agriculture and Regional Development Mary-Anne Thomas travelled to Robinvale to participate in a sod-turning ceremony to mark the start of construction for the Ronald Street housing development.



Additional OOSH care funding

The Member for Northern Victoria Mark Gepp announced funding for Lake Boga Primary School and Swan Hill North Primary School to establish a new out of school hours (OOSH) care service. The schools will receive up to \$75,000 per year over the next four years for their OOSH care service. The funding will help alleviate current pressure on Council's OOSH service, which is welcome news for families across the municipality.

Funding for new library van welcomed

Council welcomed a funding announcement from Member for Northern Victoria Mark Gepp, who announced \$267,050 from the Victorian Government's Living Libraries Infrastructure Program towards the purchase and fit out of a new mobile library van for Swan Hill.

The funding will enable Council to replace the older mobile library van, providing better library services to our communities including Beverford, Lake Boga, Manangatang, Ultima and Woorinen.

May

Robinvale Learning and Community Hub – grand opening

Over 100 people attended the official community opening of the newly-named Robinvale Learning and Community Hub. Two meeting rooms were formally named during the opening. The "Merlin Room" and the "Irving Room". The spaces are named after Robinvale residents Shirley Irving and Mary Merlin, who spent many years encouraging Robinvale children to read.



June

George Lay Park toilets completed

The long awaited George Lay Park toilets were completed. The new toilet block at George Lay Park had been on the agenda for some time following an expressed need from the community. George Lay Park toilet block is part of \$1.49 million in improvement projects being delivered around the municipality.





Part two

Year in review

THE YEAR IN REVIEW

Mayor and CEO message



We are pleased to present the 2020/21 Annual Report to our community.

This year again saw the COVID-19 pandemic impact on our community, including local businesses and Council services via restrictions and lockdowns at differing intervals.

We'd like to thank residents, community groups, businesses and Council officers for continuing to work together towards our municipality's success, in spite of the difficulties faced this year due to the ongoing pandemic.

Council, as much as it was possible and where restrictions allowed, tried to keep as many services open to the public. Sometimes this took different forms – such as a “click and collect” service at the library's Swan Hill and Robinvale branches or staff working from home.

Due to the impact of the pandemic on our community, Council extended the rates payment instalment and deferment of rates for commercial properties to help ease some pressure off ratepayers.

Council also suspended parking fees, switched off parking meters and introduced free car parking in Swan Hill's privately-owned Curlewis Street car park.

Council's Economic Development Unit (EDU) team continued to support businesses through COVID-19 lockdowns and restrictions, including working with hospitality businesses around the roll out of outdoor dining pods. Funded by the State Government, the dining pods enabled hospitality business to extend outdoor dining in line with social distancing and COVID-19 restrictions.

Additionally, the EDU continued to provide targeted communications with local business to keep businesses informed about support, current restrictions and available funding opportunities.

More broadly, Council assisted Victoria Police during border closures, centred largely on administrative and logistical support. Council also worked with Victoria Police and Swan Hill District Health (SHDH) staff throughout the operation of SHDH's COVID-19 testing clinic, including implementation of safety measures.

A year of projects

The year saw the delivery of a number of projects across our municipality.

In January, the new \$2.55 million Robinvale Learning and Community Hub opened its doors. Funded by the Victorian Government and Council, an official opening of the building was held in March, followed by a community celebration in May.

Other projects included the completion of the Nyah Netball Court facilities, Robinvale netball courts, and a new toilet block at Swan Hill's George Lay Park.

Works begun on a number of other projects across the municipality, including Swan Hill Aerodrome Reconstruction works, off leash dog park at Steggall Park in Swan Hill, Lake Boga Recreation Reserve netball change room building, and construction of the Robinvale levee bank.

Additionally, construction begun on the Ronald Street housing development in Robinvale, with an official sod-turning ceremony in April attended by the Minister for Agriculture and Regional Development Mary-Anne Thomas.

The role of Council includes:

- Acting as a representative government by taking into account the diverse needs of the local community in decision making.
- Providing leadership by establishing strategic objectives and monitoring their achievement.
- Maintaining the viability of the Council by ensuring that resources are managed in a responsible and accountable manner.
- Advocating the interests of the local community to other communities and governments.
- Acting as a responsible partner in government by taking into account the needs of other communities.
- Fostering community cohesion and encouraging active participation in civic life.

The construction, which is being undertaken by GJ Gardner Mildura, consists of eight houses and is another positive step forward in a bid to help alleviate housing shortages in Robinvale, while stimulating the local economy and encouraging others to develop.

Works also begun on the small town enhancement program, Vibrant Villages. The project focuses on four key areas – beautification, public infrastructure, recreation and public art. It will be carried out in Woorinen, Ultima, Manangatang, Lake Boga, Boundary Bend, Piangil, Beverford, Nyah and Nyah West.

Council was also pleased to be one of 46 local governments to sign up to VECO, the Victorian Energy Collaboration, the largest emissions reduction project ever undertaken by local government in Australia.

It was also good to see the new bridge for Swan Hill move another step closer following the announcement of the McCallum Street alignment selected as the preferred option. This followed on from comprehensive planning investigations and community consultation to understand the community's preference.

Funding welcomed

Council was pleased to welcome a number of funding announcements throughout the year.

This included a funding boost of \$500,000 to upgrade facilities at Ken Harrison Sporting Complex towards a Swan Hill Regional Soccer Hub, enabling the construction of a new pavilion.

In September 2020 the Australian Government committed over \$1.4 million in funding via the Local Roads and Community Infrastructure Program for projects across the Swan Hill municipality, enabling Council to undertake 17 separate projects.

There was also additional funding in the Federal Budget announced in May 2021, through the Local Roads and Community Infrastructure Program Round 3 with an additional allocation of \$2,868,316 for Council.

There was also positive news from the Victorian Budget including \$10 million for upgrades to the Robinvale-Sea Lake Road, a project Council and communities had been advocating for.

Smaller outlying communities in Swan Hill Rural City Council will enjoy an expanded mobile library service thanks to \$267,050 from the Victorian Government, for a new van.

Additionally, the State Government announced a \$450,000 boost towards a new sound and light show for the Pioneer Settlement.

Pioneer Settlement heritage listing recommendation

In June, Council resolved to make a submission objecting to Heritage Victoria's recommendation that the Pioneer Settlement be included in the Victorian Heritage Register.

This was for a number of reasons, including impact on the day-to-day operations of the Pioneer Settlement, ability to carry out long-term planning, and impact of staff and volunteers to be able to maintain and improve buildings and assets while being required to seek approval.

Additionally, there was concern heritage listing would bring added financial pressure for changes not considered "like for like" across the more than 50 buildings onsite at the Pioneer Settlement.

There was also the impact on the ability to make changes to ensure the future of the Pioneer Settlement, and in the Swan Hill community no longer having final control of the Pioneer Settlement.

Thank you

Finally, we'd like to thank residents, community groups, businesses and Council officers for contributing to the successes of 2020/21 – as well as your continued resilience during this pandemic. Like all our community members, we look forward to coming out of the other side and continuing to work together towards our municipality's success.

Cr Bill Moar
Mayor

John McLinden
Chief Executive Officer

The Chief Executive Officer is responsible for:

- Establishing and maintaining an appropriate organisational structure for Council.
- Ensuring that the decisions of the Council are implemented without undue delay.
- The day to day management of the Council's operations in accordance with the Council Plan.
- Developing, adopting and disseminating a code of conduct for Council staff.
- Providing timely advice to Council.

THE YEAR IN REVIEW

Financial Summary

Operating position

On a full accrual basis the surplus for the year was \$19.71 million. It is important to note that this is an accounting profit after recognising non-cash items such as depreciation and amortisation of \$10.16 million and the receipt of infrastructure assets created by developers. This significant profit is due to a number of economic stimulus grants received during the financial year for projects that are yet to be undertaken. These works are expected to be completed in the 2021/22 financial year.

Major revenue and expenditure items included in the operating result can be identified from the following graphs.

For more information on the comprehensive income statement, balance sheet and cash flows for the year, please refer to the audited General Purpose Financial Report in Part Eight of this Annual Report.

Revenue

Council's total revenue for 2020/21 was \$70.9 million as per the Comprehensive Income Statement. A breakdown of Council's revenue sources highlights that 85.7 per cent of Council's income comes from three income categories.

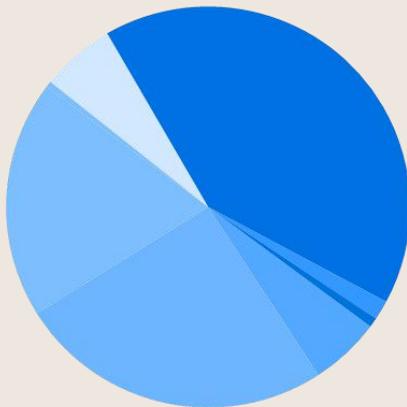
- Rates and garbage charges 41.2%
- Grants - operating 25.3%
- Grant - capital 19.2%

Expenditure

Council's total expenses for the 2020/21 year were \$51.8 million as per the Comprehensive Income Statement. A breakdown of Council's expenses highlights that 96.3 per cent relates to three expenditure categories.

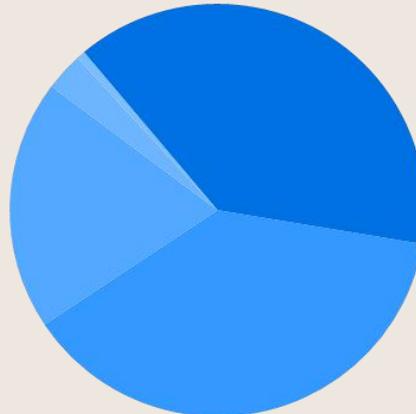
- Employee costs 38.7%
- Materials and services 38.0%
- Depreciation 19.6%

Total revenue (\$70.9 million)



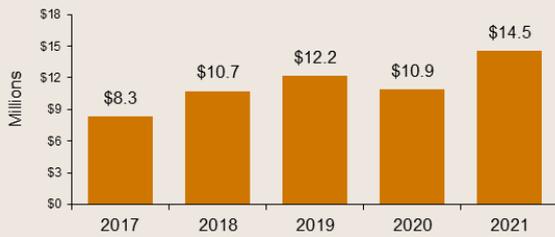
- Rates & garbage charges 41.2%
- Statutory fees & fines 1.6%
- Net gain on disposal of assets 0.8%
- User fees 5.6%
- Grants - operating 25.3%
- Grants - capital 19.2%
- Contributions 0.5%
- Other revenue 5.9%

Total expenditure (\$51.8 million)



- Employee costs 38.7%
- Materials and services 38.0%
- Bad and doubtful debts 0.0%
- Depreciation & amortisation 19.6%
- Other expenses 3.0%
- Finance costs 0.7%

Purchase and creation of assets



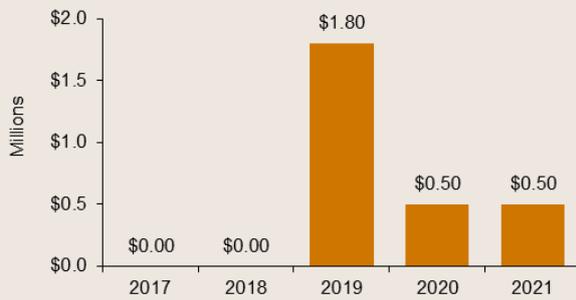
Capital expenditure

During the financial year, Council spent \$14.5 million on capital works and asset purchases, bringing the five-year total of expenditure on fixed assets to over \$56 million.

The graph at left shows the level of expenditure spent on new and redeveloped assets over the past five years.

Major capital expenditure items were road networks, construction works at Tower Hill, sporting facility renewal and upgrades, and the Livestock Exchange redevelopment.

New borrowings



Borrowings (excluding financial leases)

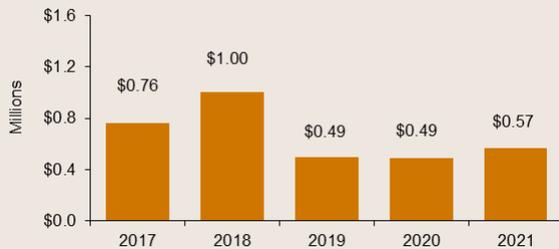
Loans are used to fund major capital projects and asset purchases. Loan funding allows the community to pay for the asset (such as a leisure centre) over some of the time that it is being used.

At 30 June 2021, Council had a loan liability of \$7.79 million. This is a planned and responsible level of debt, achieved in accordance with Council’s borrowing strategy. Loan repayments are currently \$0.56 million per annum. The repayment of an interest only loan of \$4.79 million is due in 2022. This will further reduce Council loan balances.

Loan balance at 30 June each year

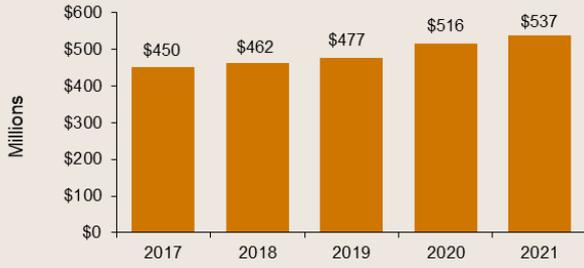


Loan repayments



THE YEAR IN REVIEW

Total equity



Equity

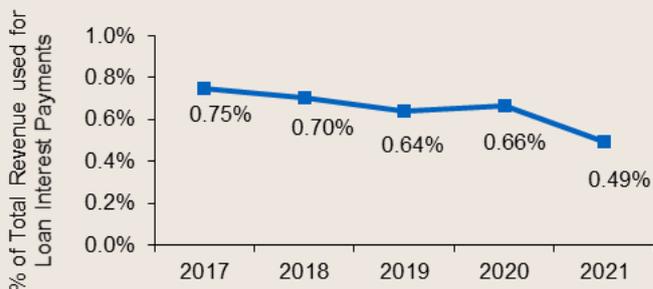
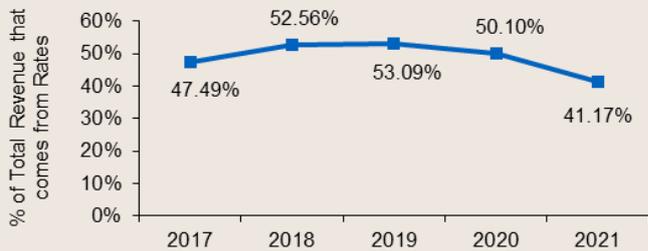
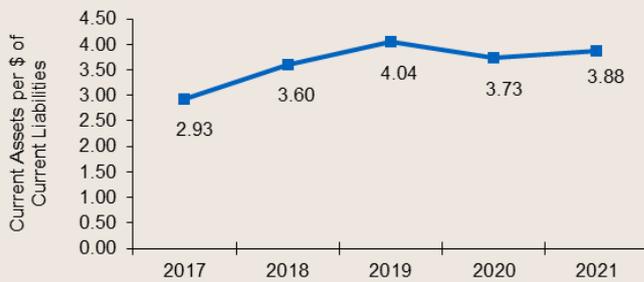
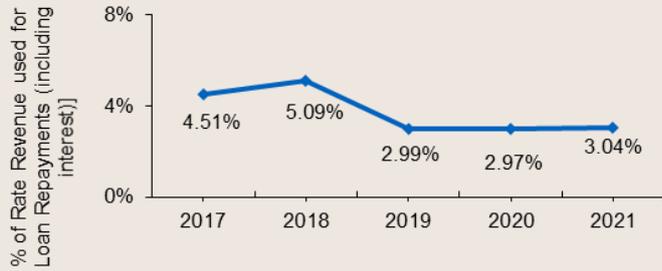
The Balance Sheet shows total community equity of \$537 million, represented by accumulated surplus and asset revaluation reserve.

The increase in equity is due to the revaluation of Council's Pioneer Settlement assets, and a \$19.7 million surplus in 2021.

This graph shows the movement in equity over the past five years.



Financial indicators



Debt commitment ratio

The debt commitment ratio identifies the percentage of rate revenue required to pay interest and principal on Council's loans.

Closely tied to the Borrowing Strategy, the ratio shows that Council is in a healthy position and that it increased marginally in 2021. Of the \$7.79 million in loans, \$5.3 million are interest only repayment loans.

Working capital ratio

Working capital ratio shows the level of current assets Council has available to meet its current liabilities. The graph shows that the ratio is healthy and has increased over the past four years due to increased levels of cash holdings.

The ratio is expected to decrease marginally in future years.

Revenue ratio

The revenue ratio shows rate revenue as a proportion of total revenue and seeks to measure Council's reliance on property rates. It is influenced by other revenue sources such as government grants, contributions, user fees and charges. This ratio reduced in 2021 due to the significant value of grants received.

Debt servicing ratio

The debt servicing ratio shows the amount of rates required to pay the interest on Council's loan liability. This ratio documents that loan interest does not place a burden on finances.

Description of operations

Swan Hill Rural City Council plays a vital role in shaping the future prosperity, health and wellbeing of our municipality. Council aims to be progressive, dynamic and committed as we work towards this.

Swan Hill Rural City Council delivers more than 100 services to our community.

These range from waste and road management, to managing and improving open space and community buildings.

We deliver services and facilities for children, young people, families and our elderly. We offer business development, town and strategic planning and community health initiatives.

Council's vision, strategic objectives and strategies to improve services and facilities are described in our Council Plan 2017-21 and the associated Budget.

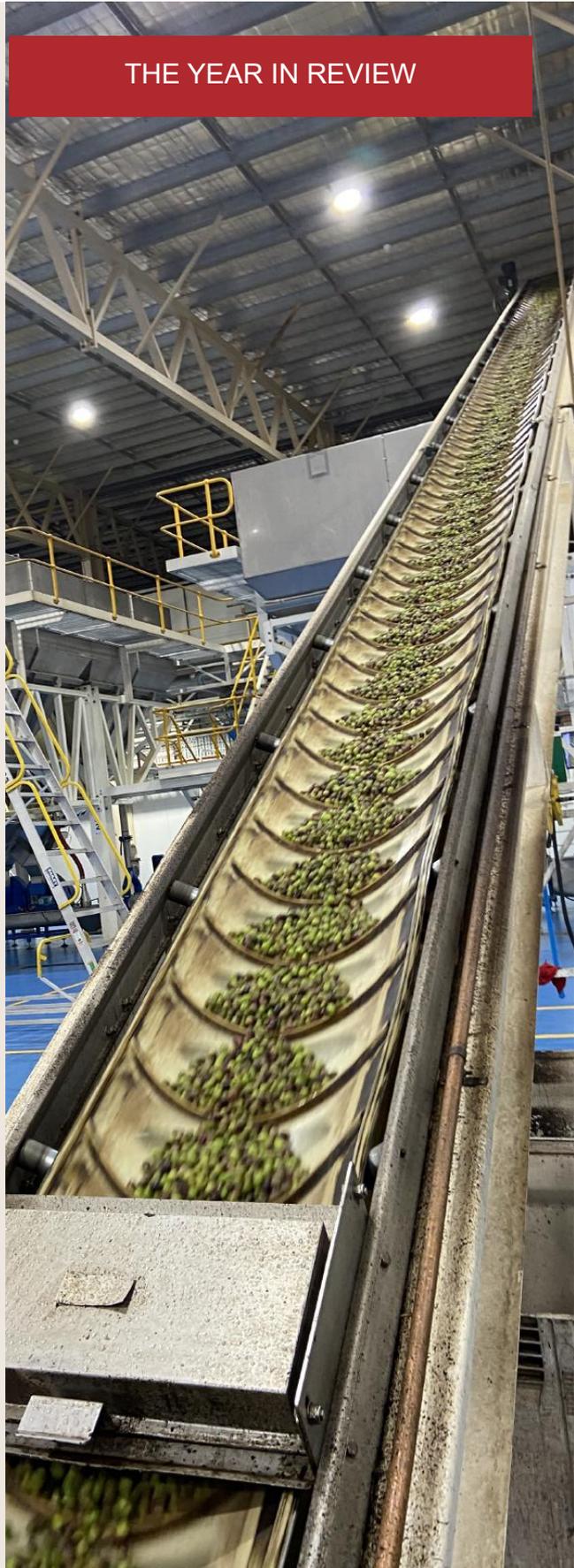
The progress of these strategies and their delivery against the Budget is reported in this Annual Report. Refer to the section on Our Performance for more information about delivery of Council services.

The delivery of core services and facilities are measured by a set of Service Performance Indicators, as you will see in this report. We also track progress on the Initiatives set out in our Council Plan.

Council also has a wide range of responsibilities under both Victorian and Commonwealth legislations.

Economic factors

Council delivered its fifth budget under the 'Fair Go' rates system. Council's average rates increase was 1.86% for 2020-2021, compared to the state-wide cap of 2%.



Services provided

Council receives funding from a number of sources and had a budgeted income of over \$59.8 million in 2020/21. Below is a breakdown of the services Council delivered and what these cost, for every \$100 of expenditure.

- \$13 Recreation and Community Facilities**
Halls, parks, reserves, pools, playgrounds, sporting facilities and street beautification.
- \$25 Transport Services**
Maintaining over 3,480km of roads, footpaths, signs, street cleaning, tree maintenance and the aerodrome.
- \$11 Governance and Administration**
Municipal offices in Swan Hill and Robinvale, Councillor support, Council depots and plant equipment.
- \$4 Community Care**
Domestic assistance and property maintenance for our seniors.
- \$7 Environmental and Waste Management**
Recycling services, garbage collection, landfills, drainage and environmental management.
- \$4 Cultural Services**
Performing Arts, Libraries, Art Gallery and Aboriginal Support.
- \$3 Family, Youth and Children's Services**
Services and support for families, children and youth.
- \$4 Pioneer Settlement**
Managing, marketing, maintaining and developing this premium tourist attraction, including Heartbeat of the Murray Laser Light Show.
- \$18 Economic Development and Marketing Services**
Business development and investment, marketing of the region and leases of caravan parks.
- \$9 Public Health, Safety and Regulatory Compliance**
Animal control and registrations, parking, immunisations, emergency management, lighting and community health.
- \$2 Other**
Livestock Exchange, property acquisitions and disposal, commercial works, planning and building services.



Major capital works

During 2020/21 the major capital works included:

Our Region, Our Rivers

The Our Region, Our Rivers program, led by Swan Hill Rural City Council on behalf of seven local councils continues to deliver new assets for local communities. With five projects for our partner councils completed.

The Federal Government is contributing \$16.8 million to waterfront projects across the region, with councils matching it.

So far, six partner councils have received \$5.46 million in grant funding. Swan Hill projects are now underway with \$2.49 million expended to date.

Our community is now enjoying the beautiful Yamagata Gardens along with the interactive Robinvale Discover More Trail.

The 29 projects equally funded by the Federal Government (10 for Swan Hill) will progressively be completed over four financial years, concluding in December 2023.

Road reconstruction, sealing and maintenance

Actual: \$8.87 million

Roads around the municipality were reconstructed and/or resealed during 2020/21 including:

- Kenley Road reconstruction
- Campbell Street (Pritchard Street to Nyah Road) reconstruction
- Anzac Road reconstruction
- Malaya Road widening
- Programmed gravel road grading
- Rural roadside tree maintenance
- Coghill Road resheet

Funding from the Federal Roads to Recovery contributed to a number of these projects.

New netball courts for Robinvale and Nyah

Actual spend Robinvale: \$790k

Actual spend Nyah: \$606k

Thanks to the support of drought funding streams 1 and 2, Council was able to provide Robinvale and Nyah with new netball courts.



New equipment for leisure centres

Actual spend: \$200k

Council gave leisure centres in Swan Hill and Robinvale a boost, investing a total of \$200,000 towards the replacement of gym equipment at the facilities. The funding included \$120,000 for the Swan Hill Leisure Centre and \$80,000 for the Robinvale Leisure Centre.



Bromley Road beautification

Actual spend: \$422k

Beautification of Bromley Road was completed this financial year as the final stage of the Bromley Road Masterplan.



Swan Hill Aerodrome—Installation of Jet Fuel

Actual spend (to date): \$267k

The Federal Government has committed over \$1.2 million dollars in funding to upgrade the Swan Hill Aerodrome.

The upgrade will include:

- Reinforcement of two ends of the current primary 1495m runway to improve the safety, and useful life and allow larger aircraft to access the runway.
- Resurface the natural runway with gravel to become the secondary runway for Air Ambulance and recreational aviators use when the main runway is unavailable.
- A dedicated aircraft parking apron will provide bays for additional aerodrome users.
- The installation of an automated Weather Station.
- Additional hanger space and the provision of Jet A1 fuel.



THE YEAR IN REVIEW

Advocacy campaigns

One of Council's key roles is to advocate on behalf of its community. In 2020/21, Council adopted an Advocacy Strategy, which sets out key areas of need and how Council can advocate for improvements. Some of the key projects within that strategy and our progress in 2020/21 include:



Swan Hill Bridge

Council is continuing to lead conversations regarding a Swan Hill bridge replacement. Council continues to take every opportunity to raise this matter with State and Federal Ministers, VicRoads, RMS, Murray River Council and Transport NSW.

Following comprehensive planning investigations and community consultation, in May, Transport NSW announced that the McCallum Street alignment as the preferred option.

This is an exciting step towards a new bridge at Swan Hill.

\$60 million has been allocated to the new bridge in the Federal budget.

Increased housing

The housing shortage in Robinvale is well known. Workers find it hard to get accommodation, and in some cases, end up living in sub-standard conditions.

A report "Robinvale Housing Strategy" was commissioned by Council to explore the issues and options. A number of initiatives followed this report including the building of eight houses by Council on Ronald Street.

The first stage of this project has commenced and construction of four houses is well underway.

This project is expected to not only provide new houses for Robinvale workers, but will stimulate the local economy and encourage others to develop land in the area.

Swan Hill Needs a New Hospital

Council’s Advocacy Strategy sets out a goal to ‘Participate in the community based Swan Hill Needs a New Hospital Committee at Councillor and senior officer level’.

Councillors and officers sit on the committee and providing logistical support to the campaign.

Councillors used every opportunity to raise awareness with State and Federal government representatives.

In March 2021 the State Government committed to \$18 million for the construction of an Accident and Emergency Department.

While appreciative, this amount is grossly insufficient to provide Swan Hill with a modern state-of-the-art hospital consistent with the expectations of a 21st century health care system.

Council will continue their work with the committee in their calls for the public release of the masterplan and an announcement for full funding of a complete new hospital.



Australia Day Local Government Awards

Citizen of the Year - Lucy Dacey



Lucy Dacey was awarded the Australia Day Citizen of the year for 2020 in recognition of her long and valued service to the Nyah District.

A mother of 11 children, Lucy is a truly committed citizen through her various roles in the community. She has always shown support for and encouraged involvement in the local community – whether it is helping to organise an event or instigating improvements to facilities, Lucy is willing to get involved.

In recognition of her continued support and dedication to the Lions Club, Lucy was awarded the prestigious International Melvin Jones Award in 2019. Lucy has also received the Nyah District Citizenship Award in recognition of her service to her local community.

Over the years Lucy has committed herself and her time to a number of clubs and groups including: Nyah West walking group, Nyah West Primary School Parents' Club, Swan Hill Garden Club, fundraising towards mental health, Riding for the Disabled Association.

Since 2008, Lucy has been hosting Australia's Biggest Morning Tea events for Cancer Council Victoria, which saw regular attendance of more than 50 people. Lucy also provided most of the food for this event. Through her fundraising activities from these Biggest Morning Tea events and donations from people viewing her doll collection, Lucy has raised more than \$10,000.

THE YEAR IN REVIEW

Young Citizen of the Year - Mia Rovere

Mia was awarded the Australia Day Young Citizen of the year for 2020 in recognition of her youth advocacy work.

Mia is an established and ongoing advocate for youth. She is committed to making our community a better place for our young people, with better access to all services, including sexual and reproductive health.

During a student placement, Mia worked in collaboration with Youth Affairs Council Victoria and Swan Hill Rural City Council youth support programs on the development of a webinar series on sexual and reproductive health. The webinars were aired through the YouthInc Instagram and Swan Hill YouthInc Facebook pages. The aim of the webinars was to provide essential information about local support and services for young people throughout our geographically widespread rural and remote communities.

Mia's outstanding work earned her the accolade of being a finalist in the 7NEWS Young Achiever Awards for "The Bridge Create Change Award" category. She was also highly commended in the Keep Australia Beautiful Young Legends Award category.

Mia has continued her youth advocacy work, while studying a Diploma of Community Services through Sunraysia Institute of TAFE and raising her two children.



Community Event of the Year - The Swan Hill 24-hour Swimathon

The 24-hour Swimathon was a very successful community event held from 10 to 11 January 2020 at the Swan Hill Outdoor Pool as a fundraiser for Chances for Children.

The 24-hour Swimathon was organised by Year 12 student Arlie Atkinson and was eight months in the planning, with Arlie organising and leading the project from idea to fruition, showing leadership and outstanding community spirit.

The local organisation Chances for Children was chosen as it helps assist young people in local towns to achieve goals in sport, the arts and academia.

Arlie linked and liaised with Youth Affairs Council Victoria, Swan Hill YouthInc and many community organisations, as well as the Chances for Children team at Mallee Family Care. Groups such as Central Mallee Osteopathy and a number of Swan Hill Rural City Councillors also participated.

The event ran smoothly and was so successful that almost \$10,000 was raised for local young people to better their opportunities in life.

Arlie has for many years been heavily involved in Nyah Two Bays swimming club, competing at all levels including at a national level, so brought skills and knowledge to the planning of this event, which became a big undertaking.



Student Achievement award winners

Bridgette King	St Mary MacKillop College
Brittany Dunstone	Swan Hill College
Cooper Fuller	Swan Hill Specialist School
Imogen Lusty	Swan Hill Primary School
Skye Prentice	Swan Hill North Primary School
Sienna Scalora	St Mary's Primary School
Breanna Coe	Woorinen District Primary School
Kiara Howard	Beverford Primary School
Madeline Walker	Lake Boga Primary School
Shadelle Piechatschek	Ultima Primary School
Khloe Mitchell	Ultima Primary School
Josephine Thomson	Nyah District Primary School
Cooper Plant	Manangatang P-12 College
Kale Taylor	Manangatang P-12 College
Ratu Ketewai	Robinvale St Mary's Primary School
Nathan Zappia	Robinvale P-12 College (Senior)
Harlow Clarke	Robinvale P-12 College (Junior)



Cooper Fuller, pictured with Mayor Bill Moar, accepts his award.



Part three

Our Council

Our history

For thousands of years, the traditional owners of the lands that now form the Swan Hill Rural City Council lived in the region, with the land providing abundant food sources and a permanent water supply.

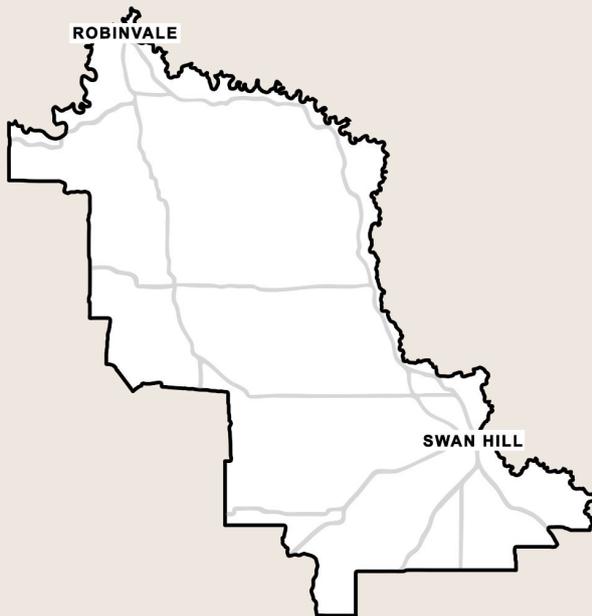
In 1836, led by explorer Major Thomas Mitchell, the first Europeans arrived. Settlers started to arrive soon after, establishing large sheep stations next to the Murray River.

In 1871, the Shire of Swan Hill was proclaimed and was located in Kerang (which now forms part of the Gannawarra Shire).

In 1893, the Shire of Castle Donnington was created and centred around the town of Swan Hill. By 1904 it had assumed the name Shire of Swan Hill.

The Borough of Swan Hill was formed in 1939 and in March 1965 became the City of Swan Hill.

Thirty years later, in January 1995, the Shire and the City were amalgamated to form Swan Hill Rural City Council.



Our municipality's profile

The municipality covers 6,116 square kilometres and is home to 20,534* people.

It includes the townships of Swan Hill, Robinvale, Lake Boga, Nyah, Nyah West, Piangil, Beverford, Woorinen, Ultima, Manangatang, and Boundary Bend.

Featuring a modern and thriving regional centre, the Swan Hill municipality also boasts the characteristics of rural living, including a strong community and relaxed lifestyle.

With more than 40 commercially grown products – including almonds, olives, stone fruit, grapes, vegetables, cereals, legumes, lucerne, sheep, beef and dairy – it is easy to see why our municipality is an important part of Victoria's food bowl.

Located along the Murray River, tourism plays an important role in our region's* economy. Our climate and natural beauty attract around 917,500 visitors each year as reported in the Murray Regional Tourism (MRT) Snapshot report, March 2020. The devastating effects of the COVID-19 pandemic have severely impacted the local tourism economy. Data captured in Murray River Tourism (MRT) "Travel to the Murray Region (April 2020 to March 2021)" report indicates a reduction of 51.9% or 434,000 visitors for domestic overnight travel, impacting our local economy by \$143 million.

Our municipality is also proud to have more than 40 nationalities among its community and a population that is welcoming and resilient.

Continued investment and a strong focus on long-term growth and sustainability remain high priorities for Council.

The Council sets a number of initiatives and targets through each four-year Council Plan, which helps establish the foundations to achieve our vision during the next 30 years.

*2019 ABS data estimates the Swan Hill Rural Council residential population to be 20,534, however, due to ongoing concern that the ABS consistently underestimates the population of Robinvale, Council commissioned Geografia to undertake a population determination study. The ABS census figure of 2016 show the Robinvale population as 3,359 people. The work of Geografia has reliably demonstrated that the true Robinvale population sits at approximately 7,900 people; making the total residential population 25,190.

OUR COUNCIL

Councillors

The Council is elected to provide leadership and good governance for the municipal district and the local community.

Swan Hill Rural City Council is unsubdivided with seven Councillors elected as representatives for all residents and ratepayers across the municipality.

They have responsibility for setting the strategic direction for the municipality, policy development, identifying service standards and monitoring performance across the organisation.



Cr Bill Moar
Mayor

Elected 2016
(M) 0429 496 194

Councillor Bill Moar was elected to Council in 2016. He was elected Mayor in November 2019 and re-elected in November 2020.

Bill was born and raised in Swan Hill and has had a varied career, predominately in farming but also extending to aged care nursing and sports.

A proud father of six and grandfather of ten, Bill spent 25 years at Goschen as a dry land farmer, as well as being involved with his parents' irrigation farm just over the border in New South Wales - where he currently farms sheep and cereals.

Bill has held over the years a number of voluntary positions in the agricultural sector, within sporting and community groups and within the CFA.

He is passionate about the place he calls 'home' and continues to advocate for the future of this community that he loves.



Cr Jade Benham
Deputy Mayor

Elected 2019
(M) 0436 804 012

Cr Benham's story starts in Tresco where her Dad grew up, flows through to Woorinen where she grew up and now continues in Robinvale where she now raises her own young family.

Starting working life on the family fruit block, she was thankful to get a casual position as one of the first McDonald's staff in Swan Hill. She then started in media locally at Ace Radio Broadcasters, gained experience all over Australia and internationally and later started her own business in digital media which she still operates today.

Elected to Council in 2019, during a bi-election and re-elected in the last Local Government Election, Cr Benham has brought her passion for communication to her Council role with gusto.

She knows the meaning of hard work, how difficult life can be on the land and in small business and is passionate about practical change on the ground and planning for the future. She recognises the importance of smaller communities throughout the municipality and wants to see them thrive.



Cr Les McPhee

Elected 2008
(M) 0427 319 394

Cr McPhee was first elected to Swan Hill Rural City Council in 2008. He was born in Melbourne and moved to Swan Hill in 1987 with his wife and two children.

He has been a member of Victoria Police for 36 years and currently holds the position of Sergeant in Charge of the Swan Hill Highway Patrol.

Since moving to Swan Hill, Les has been a member of numerous community organisations and is currently a meals on wheels volunteer.

Les has a passion for ensuring that Swan Hill Rural City Council remains a great place to live, work and visit.

OUR COUNCIL



Cr Ann Young
Elected 2016
(M) 0409 503 711

Cr Young was born, grew up and educated in Swan Hill. She was elected Mayor in November 2018. Cr Young, her late husband Ken, and their children grew stonefruit at Woorinen.

She was a trainer at SuniTAFE Swan Hill, owned two registered training organisations, and most recently delivered a specialised food safety program to assist local fruit growers with compliance. Cr Young has sat on national and state level training and curriculum boards, horticultural and VFF committees, and had local involvement through the Woorinen Football Netball Club and Woorinen District Primary School Council. She was a foundation member of the Australian Women in Agriculture board.

Cr Ann Young loves the Swan Hill region and her community involvement and connection to the area is strong.



Cr Chris Jeffery
Elected 2016
(M) 0429 447 802

Cr Jeffery was elected to Council in 2016, with an aim to give younger representation, views and direction that benefits the municipality now and into the future.

He was born and raised in Swan Hill and has lived in Swan Hill for most of his life with his wife and two young children. Chris works for CFA in corporate administration.

Chris is passionate about seeing our towns continue to grow through improved sporting facilities, expansion of existing businesses and seeing new business invest in the area, while ensuring good planning outcomes and a high standard of community services.



Cr Nicole McKay
Elected 2019
(M) 0436 299 842

Nicole grew up in a family business at Nyah, forging connections with many sectors including: natural resources management, small business, community services, with family involved in agriculture of all types.

Nicole studied nursing and worked in Jacaranda Lodge at Nyah before relocating to Melbourne to complete Midwifery at Monash Medical Centre. She worked there for five years and has worked in midwifery and Community Health in Swan Hill for the past 12 years. She sees excellent health services as essential for the region.

Nicole believes that multiculturalism is the building block of our vibrant community and economy. She sees Aboriginal culture and communities as important and central to the region, and hopes we can grow stronger together.



Cr Stuart King
Elected 2020
(M) 0437 967 531

Cr King was born and raised within the municipality and elected to Council in 2020.

He is a former farmer, qualified engineer and project manager, a current commercial business owner and football umpire. Stuart has recently married Angela and between them they have 9 children and their first grandchild on the way.

Stuart is passionate about this community. He was motivated to join Council to not only fulfil an obligation to deliver basic services to ratepayers, but to create an environment that stimulates existing businesses and attracts new investment from higher tiers of Government and the private sector to provide better infrastructure, improved services, and a place where people want to live, work and play.

Community Satisfaction Survey

Each year, Local Government Victoria coordinates a state-wide local government community satisfaction survey. The survey measures the community’s perceptions of their local council’s performance in key areas.

During February and March 2021, a total of 400 residents from across the municipality provided their feedback via a telephone survey.

Overall performance

The overall performance index score of 56 for Council represents an increase on the 2020 result. Overall performance remains three points down on the peak performance experienced both in 2018 and in 2015 (index scores of 59).

Top performing areas

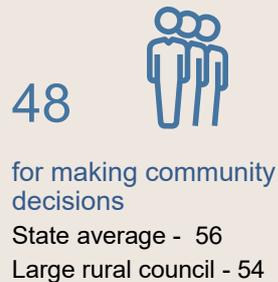
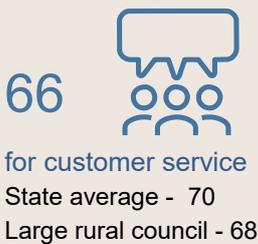
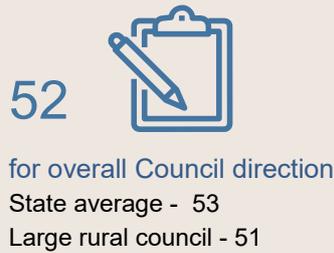
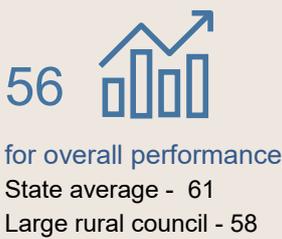
Council’s two highest performing services are:

- Customer service
- Overall Council performance

Areas for improvement

Council’s two poorest performing services are:

- Community decisions
- Community consultation



Full survey results are available on Council’s website - www.swanhill.vic.gov.au



Part four

Our people

OUR PEOPLE

Executive Leadership Team

Council is the governing body that appoints a Chief Executive Officer (CEO). The CEO is responsible for the day-to-day management of operations, in accordance with the strategic directions of the Council Plan. Four Directors and the CEO form the Executive Leadership Team (ELT) and lead the organisation.



John McLinden - Chief Executive Officer

John joined Council as its Chief Executive Officer in March 2016. He was previously the Chief Executive Officer of Loddon Shire Council, a position he held since 2005. John, who has a wealth of experience in local government, was previously the Director Operations (and formerly Director Technical Services) at Loddon Shire Council since local government amalgamations in 1995. A qualified engineer, he has also held engineering positions at the Shire of Rosedale, City of Broadmeadows and the Shire of Colac.



Heather Green - Director Development and Planning

Heather started as Council's Director Development and Planning in July 2017. She has extensive local and state government experience across Australia. During her nine years as a manager and director at Victoria's Alpine Shire Council, she focused on sustainable development, planning, tourism and economic development. Heather was at Toowoomba for 15 years as the Manager of Strategic Planning. And during her time working for the Northern Territory Government as the Katherine Land Manager, she oversaw planning, Crown leases and grazing licences.

OUR PEOPLE



Joel Lieschke - Director Corporate Services

Joel is an experienced chartered accountant having worked for a variety of multinational companies including Diageo and Reckitt Benckiser as well as hospitality companies IHG and Marriott International at locations in Australia, Europe and the USA. Prior to Swan Hill Rural City Council Joel was Director Corporate Services and Chief Financial Officer at Development Christchurch Limited and on the Board of Directors at Habitat for Humanity – Christchurch Affiliate. Joel is a qualified CPA and member of the Institute of Directors NZ with a Bachelor of Business (Accounting) and a diploma in hospitality management.



Bruce Myers - Director Community and Cultural Services

Bruce is a qualified librarian who started his career at the Swan Hill Regional Library, managing the mobile library, in 1994. From 1998 until 2007 Bruce was Manager of the Library. Bruce became the Director Community and Cultural Services in 2007. He now heads a team of about 90 people involved with a wide range of community services, including community-based aged care, children's and youth services and cultural experiences.

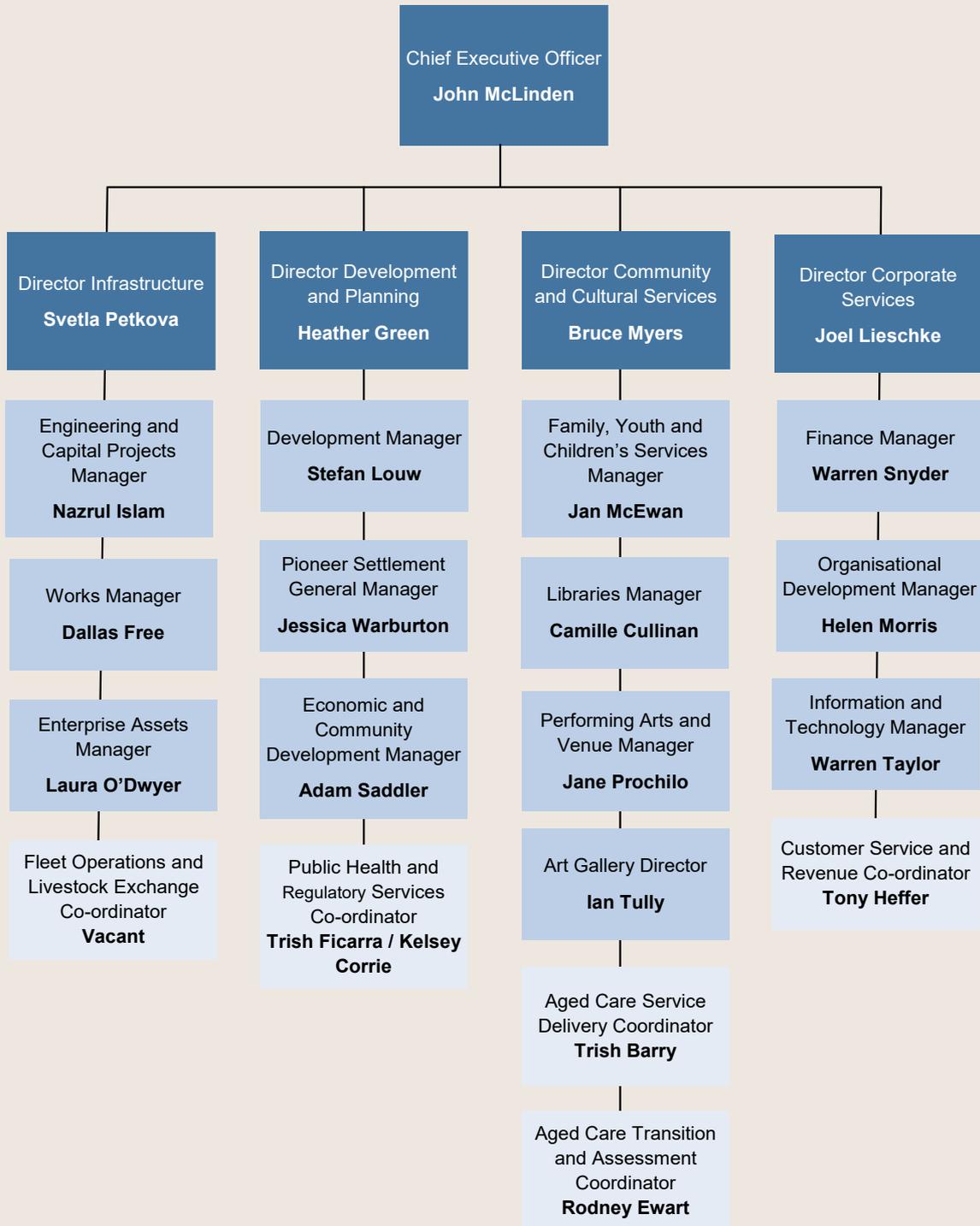


Svetla Petkova - Director Infrastructure

Svetla began as Director Infrastructure at Council in December 2017. Svetla is a qualified engineer with a Bachelor of Engineering, a Masters in Engineering, and a PhD in Fluid Mechanics. Before joining Council, Svetla spent more than a decade working in asset management and project delivery in the Victorian water industry, and enterprise asset management within local government in Queensland. As Director Infrastructure, she oversees infrastructure projects and services, manages Council's environmental and natural resource programs, and manages and maintains Council assets.

OUR PEOPLE

Organisational structure

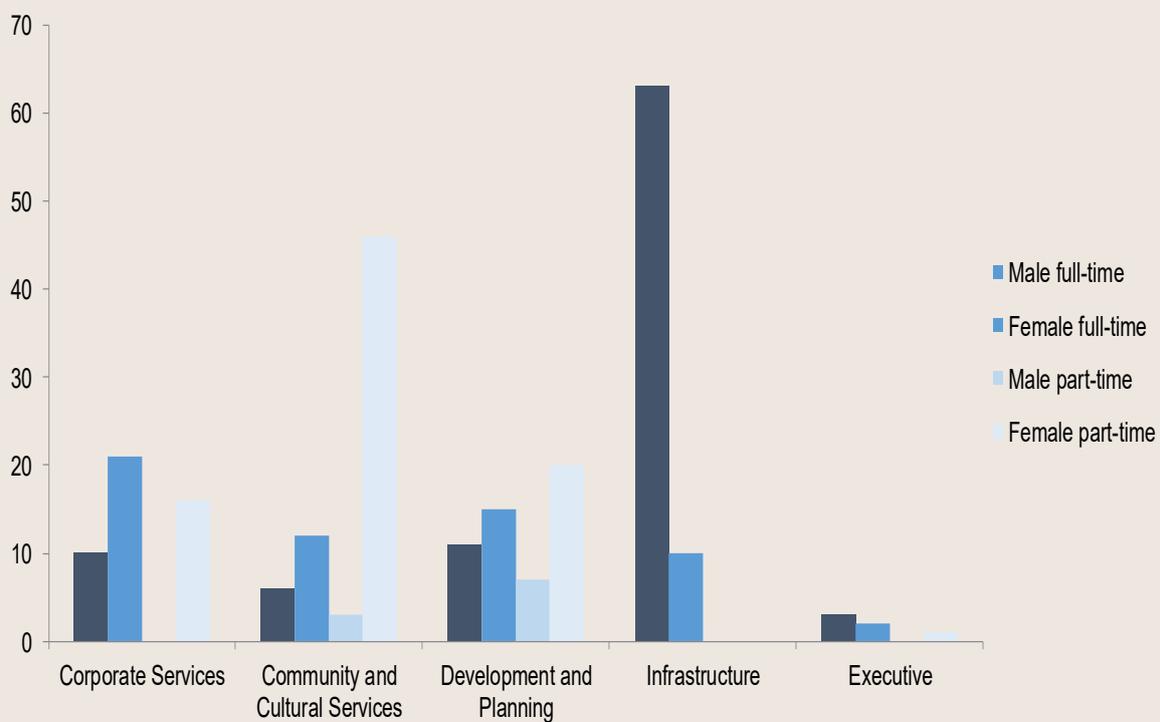


Council employees

A summary of the number of full time equivalent (FTE) Council staff by organisational structure, employment type and gender is set out below.

Directorate	Male full-time	Female full-time	Male part-time	Female part-time	Casual	Total Staff	Male total EFT	Female total EFT	EFT total
Corporate Services	10	21	-	16	1	48	10.0	32.4	42.4
Community and Cultural Services	6	12	3	46	26	93	7.8	40.9	48.7
Development and Planning	11	15	7	20	11	64	15.2	28.7	43.9
Infrastructure	63	10	-	-	2	75	63.3	10.0	73.3
Executive	3	2	-	1	-	6	3.0	2.7	5.7
Total	93	60	10	83	40	286	99.3	114.7	214.0

Number of staff (FTE)



OUR PEOPLE

Council employees

A summary of the number of full time equivalent (FTE) staff categorised by employment classification and gender is set out below.

Employment Classification	Male EFT	Female EFT	Total EFT
Band 1	-	0.7	0.7
Band 2	0.9	1.5	2.5
Band 3	47.6	25.6	73.2
Band 4	9.2	26.2	35.4
Band 5	6.0	23.3	29.3
Band 6	11.6	11.8	23.4
Band 7	4.0	5.0	9.0
Band 8	-	0.6	0.6
Non-banded positions (includes salary packages)	20.0	19.9	39.9
Total	99.3	114.7	214.0

Valuing our people

At Swan Hill Rural City Council, we recognise the importance that each individual plays in achieving our goals.

Our aim is to ensure that Council is a great place to work, where the capability of our people is nurtured and performance is focused on delivering exceptional service for our communities.

These priorities drive the activities, policies and procedures implemented to ensure that Swan Hill Rural City continues to be a great place to work.

Council's staff strategies include:

- A focus on extending the skills of staff to increase efficiency.
- Ongoing implementation of the workforce strategy including: succession planning, recruitment and retention of staff, apprenticeships, traineeships and/or scholarships, and accessing non-customary employment pools.
- Offering phased retirement options to extend the careers of higher skilled staff.
- Ongoing development of systems and processes to continually improve productivity.

Other staff matters

Equal Employment Opportunity Program

As an equal opportunity employer, we are dedicated to providing a workplace where diversity is embraced and decisions are merit-based. This includes ensuring fair, equitable and non-discriminatory consideration being given to all job applicants, regardless of age, sex, disability, marital status, pregnancy, sexual orientation, race, religious beliefs or other irrelevant factors.

We recognise our proactive duty to ensure compliance with equal opportunity and Council ensures all staff undertake mandatory equal opportunity training every three years.

Our Equal Employment Opportunity Policy and Procedure supports our organisation in fulfilling its obligations under the *Equal Opportunity Act 2010*. In 2020/21, 97 employees undertook Equal opportunity training, as well as 40 employees successfully completing Culture at Work training.

Council also has an online bullying and harassment course, with 103 staff completing this training. In 2020/21 Council sought a facilitator for Workplace Bullying and Harassment training, providing face-to-face training for 43 staff. Equal opportunity is also covered in policy and procedure training and all staff are informed of Council's dedication to equal opportunity during staff induction. We have six equal opportunity contact officers available to provide guidance and assistance.

Gender Equality Act 2020

The Gender Equality Act 2020 commenced on 31 March 2021. The Act will improve workplace gender equality in the Victorian public sector, universities and local councils.

Council is committed to promoting gender equality, signing up for the People Matter Survey and forming a Gender Equality Committee from volunteers within Council.

The People Matter Survey will assess the state and nature of gender inequality in our workplace. The workplace gender audit is based on data at 30 June 2021. The feedback will help support our employees and improve our workplace and culture.

The Gender Equality Committee will be focused on compliance obligations in line with new Gender Equality Legislation. The committee will contribute to the design of Council's Gender Impact Assessments (GIA) and be involved with the development of Council's Gender Equality Action Plan (GEAP) following data received from the People Matter Survey.

Understanding the prevalence of sexual harassment in a workplace and taking proactive steps to stop sexual harassment occurring, rather than only respond after it occurs is a key step in effectively eliminating it.

In Victoria, employers have a positive duty to prevent and eliminate sexual harassment in their workplaces under the Equal Opportunity Act 2010.

OUR PEOPLE

Professional development

Council is committed to providing learning and development opportunities to support the continuing professional development of its staff.

This year staff have accessed a range of learning and development opportunities including on-the-job training and coaching; attendance at courses, workshops, seminars, conferences, webinars, and meetings; and participation in professional networks. More than 5,500 hours of organisational training was provided to staff during the year, or 25 hours per EFT.

Council also offers study assistance for staff undertaking relevant undergraduate or postgraduate studies.

Fast facts

More than **5,500** hours of organisational training was provided during 2020/21.

That equates to over **25** hours of training per EFT employee.

Over **200** online e3Learning courses are available to Council employees

Online training

Council continued to offer an expanded suite of compliance courses through e3Learning - an online learning program.

All internal courses are developed with industry experts and the courses are delivered in an engaging and easy to use format.

Courses are designed in line with relevant legislation, are fully customisable and are suitable for Council.

The system also allows both administrators and end users to record attendance and completion of in-person training (accredited and non-accredited).

Scholarship Program

Council's Scholarship Program supports up to seven local students who are completing undergraduate or TAFE studies during the school year. In addition to financial support, students receive valuable on-the-job experience by working at Council during semester breaks.

Students participating in the program are:

- Jacob Mathieson, Bachelor of Environmental and Conservation Science at the Swan Hill Depot. (completed December 2020).
- Tessa Myers, Bachelor of Psychological Science in the Economic Development Department.
- Noah Angus, Bachelor of Civil Engineering (Honours), in the Engineering Department.
- Anna Quinn, Bachelor of Commerce in the Economic Development Department.

Health, safety and wellbeing

Council continued its commitment to staff health, safety and wellbeing by continuing several programs to encourage a healthy lifestyle and improved work/life balance. Programs include:

- Ergonomic assessments
- OHS and manual handling training
- Providing sunscreen and insect repellent
- Six-weekly issues of the HR Newsletter outlining Council policies and procedures, professional development and wellbeing
- Employee wellbeing initiatives including the flu vaccination program undertaken by Council's Public Health Unit, and subsidised gym memberships
- Ongoing compliance with the MAV WorkCare Self-insurance Scheme
- Ongoing provision of Council's Employee Assistance Program for employees requiring support and/or counselling for work and non-work related matters.

OHS Committee

Council's OHS Committee consists of management and staff representatives. The committee meets every two months to review policies, review hazard and injury incidents, discuss workplace OHS issues and identify opportunities to improve Council's OHS performance. The committee met six times during 2020/21.

In 2020/21 there were 16 reported injuries compared to 30 in the previous year. There no standard WorkCover Claims, compared to 8 in the previous year and 6 minor WorkCover Claims compared to none in the previous year.



OUR PEOPLE

Staff service awards

Every year Council acknowledges service and presents awards to staff who have reached service milestones. Ten staff were presented with Staff Service Awards at the annual all-staff function in December 2020.

10 years

- Marshall Bryan
- Gaye Cutajar
- Sandy Guy
- Monica Ellis
- Nathan Keighran



20 years

- Narelle Williams
- Lyn Vallance
- Julie Duffus



25 years

- Thomas Graham



Staff Recognition Awards

- Governance and Leadership: **IT Team**
- Community Enrichment: **Kellie Carlo and Karen Taylor**
- Environment: **Ron Gibbs**
- Infrastructure: **Peter MacDonald**
- Innovation/Customer Service: **Gulmira Akhipova**
- Governance and Leadership, special commendation: **Nazrul Islam**

The I.T. Unit were the Staff Recognition Award winners for 2020 as a result of their response to COVID-19 enabling Council to continue to maintain effective and efficient utilisation of resources.





Part five

Our performance

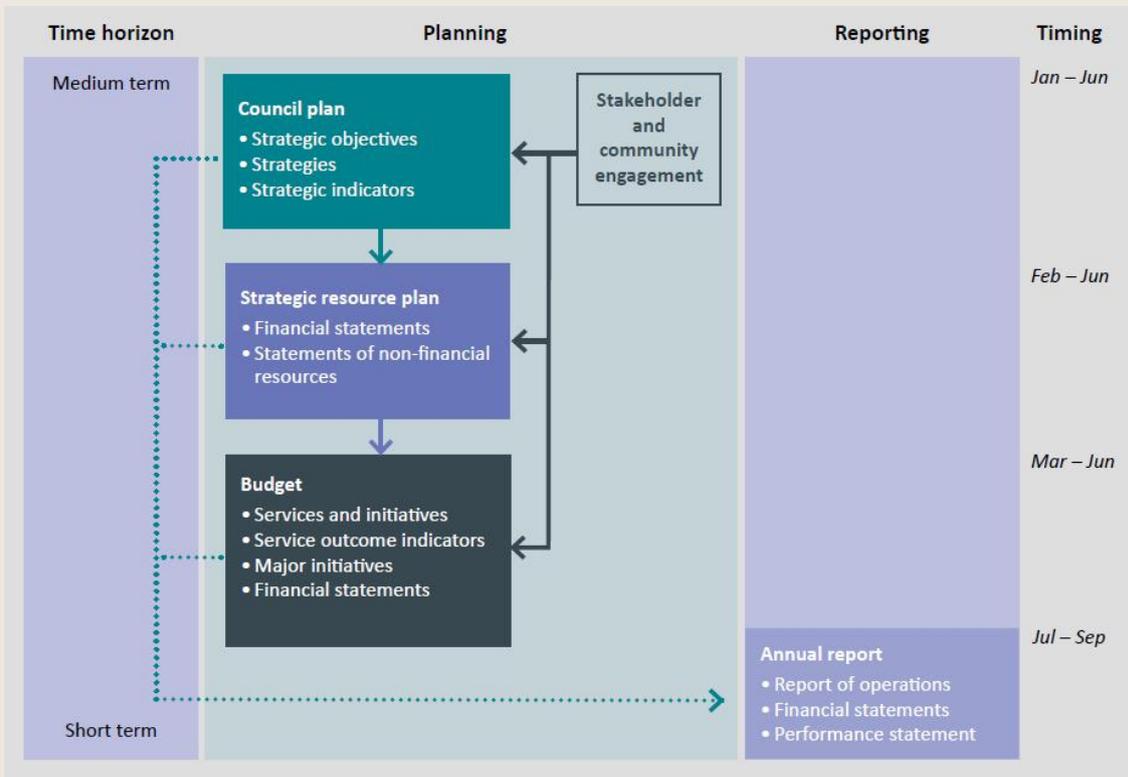
OUR PERFORMANCE

Our performance

The Planning and Accountability Framework is found in part 6 of the *Local Government Act 1989* (the Act). The Act requires councils to prepare the following planning and reporting documents:

- A council plan within the six months after each general election or by 30 June, whichever is later
- A strategic resource plan for a period of at least four years and include this in the council plan
- A budget for each financial year
- An annual report in respect of each financial year.

The following diagram shows the relationships between the key planning and reporting documents that make up the planning and accountability framework for local government. It also shows that there are opportunities for community and stakeholder input and feedback at each stage of the planning and reporting cycle.



Council Plan

The Council Plan 2017-21 includes strategic objectives, strategies for achieving these for the four-year period, strategic indicators for monitoring achievement, and a strategic resource plan.

Performance

Council's performance for the year has been reported against each Key Result Area to demonstrate how Council is performing in relation to the 2017-21 Council Plan.

Performance has been measured as follows:

- Results achieved in relation to the strategic indicators in the Council Plan.
- Progress in relation to the major initiatives defined in the Budget.
- Services funded in the Budget and the persons or sections of the community who are provided those services.
- Results against the prescribed Service Performance Indicators and measures.

Our key result areas	
Economic Growth	<p>We will:</p> <ul style="list-style-type: none"> • Encourage and attract new business to our region. • Assist existing businesses to expand and increase their efficiency. • Have a region with an equipped and productive workforce. • Provide land use planning that is responsive and which proactively encourages appropriate development.
Community Enrichment	<p>We will:</p> <ul style="list-style-type: none"> • Help all people to find a place in our community. • Provide services and support initiatives that create a healthy and safe community. • Develop a community with a sense of pride and responsibility/ownership that strives to achieve its aspirations.
Infrastructure	<p>We will have:</p> <ul style="list-style-type: none"> • Infrastructure that appropriately services community needs. • Infrastructure that is provided and appropriately maintained in accordance with agreed standards. • A strong focus on asset management systems and planning.
Governance and Leadership	<p>We will have:</p> <ul style="list-style-type: none"> • Positive community engagement through appropriate and constructive consultation. • Effective and efficient utilisation of resources. • Effective partnerships and relationships with key stakeholders and staff. • Effective advocacy and strategic planning.
Environment	<p>We will have:</p> <ul style="list-style-type: none"> • Sound policies and practices that protect and enhance our environment. • A waste management program that is environmentally and financially sustainable.

OUR PERFORMANCE

Key Result Area 1: Economic Growth

Council Plan Initiatives

The following statement reviews the performance of Council against the Council Plan, including results achieved in relation to the strategic initiatives included in the Plan.

✓ Completed >> In progress/continuing in 2021/22 - Carried over to 2021/22

Council Plan Initiative	Action	Status
Identify the types of businesses suited to this region and develop investment prospectuses	Perform an industry gap analysis	>>
Investigate and identify potential export opportunities and facilitate connections	Analyse the region's products and identify where we have competitive advantages that may provide opportunities for growth	>>
Pursue new businesses that are upstream processors for our local produce	Engage with local industry to identify opportunities	>>
Increase the availability of appropriate housing to support growth of industry and agriculture	Investigate the housing needs and identify appropriate solutions	>>
Encourage the growth of agriculture through appropriate advocacy and strategic planning	Advocate for improved transport links	✓
Investigate opportunities for agricultural businesses to establish new enterprises	Engage with local industry to identify opportunities, for example clean energy on farms	✓
Encourage organisations to joint tender for works and services	Investigate and where possible implement shared contracts and services with the region's councils	>>
	Conduct workshops and provide advice to local business and tenderers to improve their tendering processes	>>
Actively pursue opportunities for regionally focused infrastructure	Advocate for additional and upgraded infrastructure that will improve efficiency of local businesses e.g. rail freight	>>
	Advocate for adequate and alternative utilities supplies	>>

Council Plan Initiative	Action	Status
Encourage and assist existing business to pursue value adding to their industry	Undertake forums and discussions with industry to understand opportunities	>>
	Complete an analysis of relevant industry data	>>
Improve the commercial position of the Pioneer Settlement	Enhance the Heartbeat of the Murray night time product by improving operational effectiveness and adding additional elements to the visitor experience	✓
	Review the promotion plan	✓
Encourage the development of appropriate accommodation for various workforces	Review the Municipal Strategic Statement (MSS) and Planning Scheme to ensure diverse housing and land is available	>>
	Investigate opportunities for improved public transport	>>
Review of the availability and suitability of industrial land in Swan Hill and Robinvale	Completed an Industrial Zones Strategy	✓
Formulate new ways to encourage new business development	Develop a business expansion strategy	✓
	Commence an Investment Attraction campaign	>>
Investigate and identify potential export opportunities and facilitate connections	Investigate what role Council can play with development of new markets	>>
Promote new technologies and ways of working	Investigate and market opportunities for internet based businesses	>>
Investigate opportunities for Agricultural businesses to establish new enterprises	Investigate opportunities for agri-tourism products and experiences e.g. paddock to plate, farm stays	>>

OUR PERFORMANCE

Council Plan Initiatives continued

✓ Completed >> In progress/continuing in 2021/22 - Carried over to 2020/21

Council Plan Initiative	Action	Status
Investigate options for investment in renewable energy technologies for the municipality	Complete and adopt a study	>>
Assist local businesses to up-skill and retrain their workforce	Identify skills shortages and training gaps	>>
	Advocate for support for regional training opportunities	>>
Implement the Workforce Development Strategy	Complete a project to quantify labour force data from within the municipality, with a particular focus on agricultural sector	>>
Investigate and develop options for de-watered farming land	Complete audit of areas with de-watered land	✓
Review of the availability and suitability of industrial land in Swan Hill and Robinvale	Amend planning scheme as appropriate	✓

Major Initiatives

The following statement reviews the progress of Council in relation to major initiatives identified in the 2020/21 Budget.

Major Initiative	Progress
Provide seed funding for economic development initiatives as identified in the Economic Development Strategy (Budget \$107,000 Actual \$67,176).	Incomplete
Tower Hill residential estate development (Budget \$1,350,000 Actual \$193,779).	Incomplete
Distribution of grant funds to partner councils in the Our Region Our Rivers Federal Government funding projects (Budget \$1,967,750 Actual \$3,460,929).	Complete To date grant funding of \$3,460,929 has been received and the full amount distributed to partner councils.
Art Gallery and interpretive centre development – Our Region Our Rivers funding (Budget \$4,250,210 Actual \$560,050).	Incomplete



OUR PERFORMANCE

Services funded in 2020/21 Budget

The following statement provides information in relation to the services funded in the 2020/21 Budget and the persons or sections of the community who are provided the service.

Service Area	Description of services provided	Budget <u>Actual</u> Variance \$000
Building and planning statutory services	Provide statutory planning services including processing all planning applications, providing advice and making decisions about development proposals that require a planning permit. Representing Council at the Victorian Civil and Administrative Tribunal (VCAT) where necessary. Monitor Council's Planning Scheme and prepare major policy documents shaping the future of the municipality. Provide statutory building services to the community, including processing building permits, emergency management responsibilities, fire safety inspections, swimming pool barrier audits and complaints, and illegal building works investigations.	499 <u>104</u> (395)
Caravan parks	Provide and maintain caravan park facilities to a standard that promotes local tourism and supports a high quality of life.	(182) <u>84</u> (266)
Economic development	Assist the organisation with economic development to facilitate an environment that is conducive to a sustainable and growing local business sector, and provides opportunities for local residents to improve their skill levels and access employment.	3,683 <u>(1,336)</u> (5,019)
Livestock exchange	Provide a livestock selling facility and associated services to primary producers, purchasers and stock agents.	(118) <u>64</u> 182
Pioneer Settlement	Care for and conserve the Pioneer Settlement and its collection. Market and promote the Settlement as a tourist destination, provide quality visitor programs and promote the sale of merchandise as an additional source of income.	790 <u>592</u> (198)

Service Performance Indicators

The following statement provides the results of the prescribed service performance indicators and measures.

Service/Indicator/Measure	Result 2018	Result 2019	Result 2020	Result 2021	Material Variation
Statutory Planning					
Timeliness					
<i>Time taken to decide planning applications</i> [The median number of days between receipt of a planning application and a decision on the application]	57	47	49	41	The utilisation of new software and processes have enabled Council staff to become more efficient in 2021.
Service standard					
<i>Planning applications decided within 60 days</i> [Number of planning application decisions made within 60 days / Number of planning application decisions made] x 100	70.55%	82.63%	85.53%	96.39%	The utilisation of new software and processes have enabled Council staff to become more efficient in 2021. This has resulted in a higher percentage of planning applications being decided within required timeframes.
Service cost					
<i>Cost of statutory planning service</i> [Direct cost of statutory planning service / Number of planning applications received]	\$2,867.51	\$2,540.06	\$3,417.33	\$2,675.24	The reduction in average costs in 2021 occurred due to staff turnover and periods where positions remained vacant. The application of new software assisted staff in processing applications.
Decision making					
<i>Council's planning decisions upheld at VCAT</i> [Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x 100	-	-	-	-	No planning application decisions were reviewed by VCAT in 2021.

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Key Result Area 2: Community Enrichment

Council Plan Initiatives

The following statement reviews the performance of Council against the Council Plan, including results achieved in relation to the strategic initiatives included in the Plan.

✓ Completed >> In progress/continuing in 2021/22 - Carried over to 2021/22

Council Plan initiative	Action	Status
Review and implement the Aboriginal Partnership Plan	Undertake initiatives with the intent to work toward developing a Registered Aboriginal Party (RAP)	>>
Investigate opportunities to develop Aboriginal leadership capabilities	Investigate leadership opportunities e.g. scholarship, grants, host a forum with young people and local service providers	>>
Establish and maintain partnership with organisations that support Culturally and Linguistically Diverse (CALD) communities	Review of service access plans to ensure inclusion	✓
Strengthen our connection with youth	Review the structure of the Youth Council with young people	✓
	Develop work placement and work experience programs	>>
Develop and implement Cultural Services Plan	Develop and adopt a plan	✓
Plan for the development of the Swan Hill Regional Art Gallery precinct	Determine the long-term site for Swan Hill Regional Art Gallery	✓
	Prepare final gallery designs for approval and costed	✓
Strategically position Council's ongoing role regarding the community-based aged care reforms	Produce an options paper on integration of Commonwealth Home Support Program to National Standards	✓
	Develop Positive Ageing Plan	-

Council Plan initiative	Action	Status
Review and determine Council's role in early years and child care services	Review early years services	✓
	Produce a report on outcomes and provide recommendations	✓
	Develop an Early Years Plan (EYP)	✓
Improve personal and community safety by working with partners on community safety issues	Promote awareness of the Community Charter for the Prevention of Violence against Women	>>
	Implement the requirements of Child Safety Standards	✓
Expand library services in Robinvale and review the delivery of library services in our small communities.	Develop an effective partnership arrangement with Robinvale P-12 College	✓
Investigate the need for an off-leash dog park	Develop a project scope if the community need is identified	>>
Support the capacity of communities to self-manage and self-regulate.	Implement ways to encourage all communities to actively participate in the community grants program	>>



OUR PERFORMANCE

Major Initiatives

The following statement reviews the progress of Council in relation to major initiatives identified in the 2020/21 Budget.

Major Initiative	Progress
Group fitness room at the Swan Hill Leisure Centre (Budget \$480,000 Actual \$14,653).	Incomplete
Contribution towards the establishment of a library in Robinvale (Budget \$200,000 Actual \$0).	Incomplete
Continue implementing Community Plans and projects including vibrant village projects (Budget \$510,000 Actual \$211,501).	Incomplete
Host the Fairfax Festival (Budget \$84,600 Actual \$55,869).	Incomplete
Refurbishment of the Swan Hill Indoor Sports Stadium (Budget \$100,000 Actual \$112,120)	Complete
Deliver the Empower Youth Initiative (Budget \$163,920 Actual \$135,132).	Complete
Art Gallery ACRE programs (Budget \$45,000 Actual \$160,342).	Complete Additional funding received.



Services funded in 2020/21 Budget

The following statement provides information in relation to the services funded in the 2020/21 Budget and the persons or sections of the community who are provided the service.

Service Area	Description of services provided	Budget <u>Actual</u> Variance \$000
Aged and disability services	A range of home and community care services for the aged and people with a disability including home delivered meals, personal care, transport, dementia care, home maintenance, housing support and senior citizen clubs.	(91) <u>(94)</u> (3)
Family and children services	Family oriented support services including pre-schools, maternal and child health, youth services, out of school hours, and holiday programs.	934 <u>631</u> (303)
Community development	Effective and ongoing liaison with, and support to, community and recreation groups. Support for the development and implementation of Community Plans and liaison with our Indigenous community.	980 <u>(267)</u> 1,247
Leisure centres	A wide range of programs and services giving the community a chance to participate in cultural, health, education, and leisure activities that contribute to the community's general wellbeing.	1,555 <u>(1,445)</u> (3,000)
Public health and regulatory services	Coordinating food safety, immunisations and management of public health concerns to ensure an acceptable state of physical, mental and social wellbeing is maintained within the community. This service also provides staff at school crossings throughout the municipality, animal management services, parking control and enforcement, and provides education, regulation and enforcement of the general Local Law and relevant state legislation.	602 <u>649</u> 47
Cultural services	Performing arts, art gallery and library services. This is a customer-focused service that caters for the cultural, educational and recreational needs of residents, while offering a place for the community to meet, relax and enjoy the facilities and services. Includes the operation and maintenance of the Swan Hill Town Hall and Performing Arts Centre.	1,917 <u>1,715</u> (202)

OUR PERFORMANCE

Service Performance Indicators

The following statement provides the results of the prescribed service performance indicators and measures.

Service/Indicator/Measure	Result 2018	Result 2019	Result 2020	Result 2021	Material Variation
Maternal Child Health					
Satisfaction					
<i>Participation in first MCH home visit</i> [Number of first MCH home visits / Number of birth notifications received] x 100	90.35%	94.90%	-	-	Indicator retired in 2020.
Satisfaction					
<i>Participation in 4-week key age and stage visit</i> [Number of 4-week key age and stage visits / Number of birth notifications received]	-	-	96.65%	94.01%	New Indicator in 2020.
Service standard					
<i>Infant enrolments in the MCH service</i> [Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received] x	100.00%	100.00%	102.13%	102.21%	
Service cost					
<i>Cost of the MCH service</i> [Cost to Council of the MCH service / Hours worked by MCH nurses]	\$94.60	\$81.12	\$91.19	\$109.86	The cost of the MCH service has increased due to a number of factors. These include (i) less nursing hours recorded due to increased annual and Long Service Leave taken by permanent staff without ability to cover leave; (ii) costs increased due to requirements for Covid-19 precautions and screening; and (iii) opening of new sites in Robinvale and Lake Boga.
Participation					
<i>Participation in the MCH service</i> [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x 100	73.03%	73.14%	75.04%	80.05%	Council increased staffing slightly during 2021, which resulted in more children and families being able to be seen in clinics.
<i>Participation in the MCH service by Aboriginal children</i> [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x 100	62.18%	60.08%	66.20%	76.26%	Council has worked to support the Mallee District Aboriginal Service (MDAS) maternal child health clinic when they have not been able to offer a service to Aboriginal families, and as a consequence those families have chosen to attend a Council clinic for their care.

Service/Indicator/Measure	Result 2018	Result 2019	Result 2020	Result 2021	Material Variation
Animal Management					
Timeliness					
<i>Time taken to action animal requests</i> [Number of days between receipt and first response action for all animal management requests / Number of animal management requests]	1.0	2.0	1.47	1.07	The decrease in response time in 2021 was achieved by having a full complement of staff.
Service standard					
<i>Animals reclaimed</i> [Number of animals reclaimed / Number of animals collected]	31.16%	21.88%	22.22%	28.03%	There was a reduction in the number of roaming animals collected by officers during 2021. Council officers believe that was attributed to more pet owners working from home during Covid-19 workplace restrictions.
Service cost					
<i>Cost of animal management service</i> [Direct cost of the animal management service / Number of registered animals]	\$67.01	\$69.73	-	-	Indicator retired in 2020.
Service cost					
<i>Cost of animal management service per population</i> [Direct cost of the animal management service / Population]	-	-	\$10.01	\$10.30	New Indicator in 2020.
Health and safety					
<i>Animal management prosecutions</i> [Number of successful animal management prosecutions]	2	-	-	-	Indicator retired in 2020.
Health and safety					
<i>Animal management prosecutions</i> [Number of successful animal management prosecutions/ Total number of animal management prosecutions] x 100	-	-	0	100%	Prosecutions arising in 2020 were heard in the 2021 financial year due to Covid-19 restrictions impacting the Magistrates Court operations and availability.
Aquatic Facilities					
Service standard					
<i>Health inspections of aquatic facilities</i> [Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities]	0	1	0.6	0.4	Opening days and hours were limited due to Covid-19 restrictions. This impacted the ability of our Public Health staff to complete inspections at all aquatic facilities.
<i>Reportable safety incidents at aquatic facilities</i> [Number of WorkSafe reportable aquatic facility safety incidents]	1	0	-	-	Indicator retired in 2020.

OUR PERFORMANCE

Service Performance Indicators continued

Service/Indicator/ Measure	Result 2018	Result 2019	Result 2020	Result 2021	Material Variation
Service cost					
<i>Cost of indoor aquatic facilities</i> [Direct cost of indoor aquatic facilities less income received / Number of visits to indoor aquatic facilities]	\$7.85	\$7.13	-	-	Indicator retired in 2020.
<i>Cost of outdoor aquatic facilities</i> [Direct cost of outdoor aquatic facilities less income received / Number of visits to outdoor aquatic facilities]	\$18.11	\$22.57	-	-	Indicator retired in 2020.
<i>Cost of aquatic facilities</i> [Direct cost of aquatic facilities less income received / Number of visits to the aquatic facilities]	-	-	\$13.69	\$18.56	<p>Funding for most of these works came from the State Government Working For Victoria Jobs program. Swan Hill outdoor pool also had an upgrade to the switchboard to include RCD's and the Manangatang 30m pool was repainted.</p> <p>Flooding of the Swan Hill outdoor pool from a storm event occurred in December 2020, which resulted in the pool being closed for 9 days. This was an unfortunate event that involved considerable cost and effort during the height of the swimming season to rectify.</p>
Utilisation					
<i>Utilisation of aquatic facilities</i> [Number of visits to aquatic facilities / Municipal population]	5.51	5.57	4.56	3.43	<p>Due to Victorian Government Covid-19 restrictions, the Swan Hill Leisure Centre was closed from August 5 to October 26 (52 days). Strict capacity limits have been enforced since re-opening. Further lockdowns in February and late May also reduced attendance numbers. In addition to the pandemic, the Swan Hill Leisure Centre's boiler failed in March 2021. This outage was for 4.5 days and resulted in just over 300 swim school members not able to attend the centre.</p> <p>A 70% reduction in visitation was recorded between July and December 2020, when compared with the previous year. This was also reflected in centre memberships reducing by 17% since the facility closure in March 2020. The Swan Hill, Robinvale, Nyah and Manangatang outdoor pool attendance numbers were fortunately only impacted by the snap February 2021 lockdown.</p> <p>Flooding of the Swan Hill outdoor pool in December, resulted in the pool being shut in excess of 9 days while it was cleaned.</p>

Service/Indicator/Measure	Result 2018	Result 2019	Result 2020	Result 2021	Material Variation
Food safety					
Timeliness					
<i>The time taken to action food complaints</i>	1.82	1.10	1.80	1.90	
[Number of days between receipt and first response action for all food complaints / Number of food complaints]					
Service standard					
<i>Food safety assessments</i>	87.15%	93.17%	84.97%	28.07%	The priorities of Council Environmental Health Officers were shifted to planning and response, education and increased immunisation sessions due to Covid-19 restrictions imposed on food establishments. All Class 1 and high risk food premises received a food assessment in 2021.
[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] x 100					
Service cost					
<i>Cost of food safety service</i>	\$498.68	\$455.11	\$488.61	\$510.35	
[Direct cost of the food safety service / Number of food premises registered or notified in accordance with the Food Act 1984]					
Health and safety					
<i>Critical and major non-compliance outcome notifications</i>	94.74%	81.25%	100.00%	66.67%	One premise that received a 'major non-compliance outcome' did not receive a follow-up inspection in 2021. This was rectified in 2022.
[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]					

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Service Performance Indicators continued

Service/Indicator/Measure	Result 2018	Result 2019	Results 2020	Results 2021	Material Variation
Libraries					
Utilisation					
<i>Library collection usage</i> [Number of library collection item loans / Number of library collection items]	1.67	1.61	1.24	0.89	Reduced usage of the physical library collection was due to several library closures during Covid-19 restrictions. Library branches were closed to public access for a total of 76 days during 6 August to 21 October 2020, 13 February to 17 February 2021, and 28 May to 3 June 2021. The physical collection could only be accessed through the 'click and collect' service by appointment on 48 of the days the library was closed.
Resource standard					
<i>Standard of library collection</i> [Number of library collection items purchased in the last five years / Number of library collection items] x 100	53.41%	54.28%	48.61%	43.45%	Due to Covid-19 there have been delays in orders of physical library collection materials arriving from overseas.
Service cost					
<i>Cost of library service</i> [Direct cost of library service / Number of visits]	\$16.23	\$14.21	-	-	Indicator retired in 2020.
Service cost					
<i>Cost of library service</i> [Direct cost of library service / population]	-	-	\$46.96	\$44.18	New Indicator in 2020.
Participation					
<i>Active library borrowers</i> [The sum of the number of active library borrowers in the last 3 financial years / the sum of the Municipal population in the last 3 financial years] x 100	18.08%	16.90%	16.28%	14.52%	Due to Covid-19 restrictions, the library branches were closed to public access for a total of 76 days during 6 August to 21 October 2020, 13 February to 17 February 2021, and 28 May to 3 June 2021. Covid-19 restrictions reduced people's ability to visit the library in person. The online collection was available to borrowers during this time, however the physical collection could only be accessed through the 'click and collect' service by appointment on 48 of the 76 days the library was closed.

Community funding

Swan Hill Rural City Council recognises, respects and values the contribution that community, sporting and not-for-profit organisations make within our community. One of the ways Council does this is through the annual Community Grants program. Recipients of the 2020/21 Community Grants are detailed in the tables that follow:

Community Development Fund

The Community Development Fund offers up to \$5,000 to suitable community groups and organisations. Funding may be given for projects including minor repairs or upgrades to community facilities; water conservation and environmental innovations; OHS or risk management issues; new equipment; new programs or activities; local festivals and events with wide community benefit; and protection, conservation and restoration of heritage items and assets.

Organisation	Approved amount	Project description
Lake Boga Bowling Club	\$5,000	Plaster and paint clubrooms
Ultima Football Netball Club	\$4,985	Kitchen repairs and upgrade of equipment
Lake Boga Water Ski Club	\$5,000	Kitchen upgrade
Swan Hill and District Campdraft Club	\$5,000	Upgrade/modification of campdraft yard and spectator area – project not completed but extension approved
Swan Hill Lawn Tennis and Croquet Club Inc.	\$1,270	Installation of water bubbler outside of clubrooms
Swan Hill Field & Game	\$2,000	Purchase automatic trap
Swan Hill Neighbourhood House	\$2,500	Installation of new carpet
Manangatang Public Hall Committee Inc.	\$2,000	Installation of eight blinds to hall
Swan Hill Riding for the Disabled	\$5,000	Construction of wall and entrance doors to covered riding arena – project not completed but extension approved
Nyah West Tennis Club Inc.	\$1,081	Repairs to tennis court mower
Nyah and District Pony Club	\$5,000	Purchase/installation of new prefabricated self-contained toilet block – project not completed but extension approved
Speewa Heritage Collectors Club	\$3,802	Purchase grounds mower and gardening equipment
Nyah West Golf Club Inc.	\$5,000	Upgrade to clubroom toilet facilities
Swan Hill Genealogical and Historical Society Inc.	\$600	Digitalisation of local historical films

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Community Development Fund continued

Organisation	Approved amount	Project description
Ultima Golf Club	\$1,500	Upgrade to clubroom kitchen facilities
1 st Lake Boga Sea Scouts	\$5,000	Purchase of BBQ trailer
Swan Hill Sporting Car Club	\$2,500	Construction of shade structures – project not completed but extension approved
Swan Hill Theatre Group	\$3,092	Installation of roof insulation blanket to rear of stage
Swan Hill Bowling Club	\$2,500	Installation of concrete aprons to three bowling greens
Mid Murray Flying Club	\$3,000	Installation of air conditioner to clubroom
Swan Hill Trotting Club	\$2,000	Purchase and fit out of horse float to use as horse ambulance
Robinvale Pistol Club	\$2,500	Installation of solar power system to clubrooms



Event Support Fund

The Event Support Fund provides grants and logistical support to community groups and event organisers to develop new events, or existing events that provide significant economic and/or social benefit to the region. During 2020/21, there were 22 and 11 applications received in the first and second rounds, respectively. Around five requests for support were received outside of these rounds, before the end of FY2021. The 2020/21 budget amounted to \$125,000, with the rollover from 2019/20 on top of this amount.

The COVID-19 pandemic has had a significant impact on regional events, community groups and event organisations. Events that received funding in the 2019/20 round that were cancelled or postponed due to COVID-19 were able to rollover their funding to the 2020/21 financial year. Those organisations that did incur pre-planning expenses were allowed to acquit part or all of their sponsorship, conditional upon evidence of receipts. Those that partially acquitted their sponsorship were able to apply for additional funds in the 2020/21 round.

For the 2020/21 round, if the event was unable to proceed in the format and timeframe initially planned due to further restrictions or other unforeseen circumstances, applicants were encouraged to submit a variation proposal. This variation proposal provided Council with information regarding any alterations to the event and helped determine the outcome of their funding. A couple of outstanding grants originally from the 2019/20 round and many events from the 2020/21 rounds which were still unable to take place, have been rolled over to 2021/22. There are a total of 15 grants from the 2019/20 and 2020/21 financial years whose funds were rolled over to 2021/22, 14 of these were due to the impacts of COVID-19.

Event	Logistical support	Total Value of the Grant Approved (cash and if any logistical support)	Cash Sponsorship acquitted and received by the applicant 2020/21
Swan Hill Things with Strings Festival 2019/20	Traffic Management and provision of signage— across 3 days	\$6,000	Rolled over to 2021/22
RACV 2020 National Veteran Vehicle Rally 2019/20	Venue hire, traffic management, administration, Pioneer Settlement costs and bin provision	\$8,000	Rolled over to 2021/22
Academy Challenge 2019/20		\$500	Applicant requested to cancel grant during 2020/21 (event did not occur)
TREE Multi-Fest 2019/20	Traffic management and signage	\$2,000	Rolled over to 2021/22
Swan Hill Badminton Associations Veteran Tournament 2019/20		\$750	Applicant requested to cancel grant during 2020/21 (event did not occur)
PCQHA Swan Hill Multi Judged Classic Show 2019/20		\$500	\$500
Life Explosion Free Community day 2019/20		\$500	Rolled over to 2021/22

Event Support Fund continued

Event	Logistical support	Total Value of the Grant Approved (cash and if any logistical support)	Cash Sponsorship acquitted and received by the applicant 2020/21
Men's Health Night 2019/20		\$500	Applicant requested to cancel grant during 2020/21 (event did not occur)
Robinvale Easter Tennis Tournament 2019/20		\$500	\$500
Swan Hill Food Truck Festival 2021 2020/21	Toilet cleaning, waste removal, traffic management and signage, Riverside Park venue hire and the POPE permit.	\$2,000	Rolled over to 2021/22
2021 Australia Day Breakfast 2020/21	Robinvale community Arts Centre Venue Hire (did not end up using the venue, so some bins for waste were hired instead)	\$920 To come from alternative budget.	No cash sponsorship
Young Professional Networking Event 2020/21		\$500	Rolled over to 2021/22
Annual Rally – Display of historical collections and items 2020/21		\$1,000	Event yet to occur Rolled over to 2021/22
Visions of Boga 2020/21		\$2,500	\$2,500
2020 Robinvale Euston Christmas Promotional Draw 2020/21		\$1,500	\$1,500
Swan Hill Region Food and Wine Festival 2020/21	Pioneer Settlement Venue Hire	\$7,000	Rolled over to 2021/22
Come and Try Sports Day 2020/21		\$1,000	Rolled over to 2021/22
Swan Hill Junior Invitational Basketball Tournament 2020/21	Venue hire for the Council Stadium's and Pioneer Settlement Lodges to accommodate referees for the weekend	\$5,000	Rolled over to 2021/22
Blue Pearl Classic 2020/21		\$2,500	Rolled over to 2021/22

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Event	Logistical support	Total Value of the Grant Approved (cash and if any logistical support)	Cash Sponsorship acquitted and received by the applicant 2020/21
Hessian and Lace Long Luncheon 2020/21 (Variation Request received = Cinema Under the Stars at Nyah instead)		\$3,000	\$3,000
Swan Hill Bowls Autumn Carnival 2019/20 Rollover and 2020/21 grant		\$3,621	\$3,621
Swan Hill Film Festival 2020 2020/21		\$2,000	\$2,000
Nyah District Christmas Carnival 2020/21		\$3,000	Rolled over to 2021/22
Lake Boga Yacht Club Easter Regatta 2021 2020/21		\$1,000	\$1,000
Piangil Xmas get together 2020/21		\$250	\$250
May 50 target event Swan Hill Field and Game 2020/21		\$1,000	\$1,000
Music Concert Royal Children's Hospital Good Friday Appeal 2020/21		\$1,000	Rolled over to 2021/22
Swan Hill Speedway's Easter Extravaganza 2020/21		\$5,000	\$5,000
Swan Hill Easter Market Day 2020/21	Traffic management and signage, Council toilet cleaning and fencing	\$1,500	No cash sponsorship
Robinvale Easter Festival 2020/21		\$1,000	\$1,000
Nyah Fishing Competition 2020/21		\$3,000	\$3,000
Laser Tag 2020/21		\$1,434	\$1,434
Understanding Water - LifeBlood of the Murray Darling	Lower Murray Inn Venue Hire	1,727	Rolled over 2021/22
Market Day November 2020 (approved outside of ESF 2020/21 rounds)	Traffic management plan, signage and labour	\$1,500	No cash sponsorship
Voyage Fitness Riverside Tri (approved outside of ESF 2020/21 rounds during Feb 2021)	Cleaning of the Council public toilets	\$1,620	\$1,500
2022 Australian Seniors Tennis Championship (approved outside of ESF 2020/21 rounds at the April 2021 Council Meeting)		\$40,000	Rolled over to 2021/22, as the event is planned to occur during 2022

Local Entertainment Grants

In response to the impacts of COVID-19, during February 2021 Council introduced the Local Entertainment Grants to offer businesses the opportunity to apply for up to 2 grants, of up to \$500 each; to pay for entertainment within their premises. It is hoped that these grants have and will help strengthen business in the short-term by encouraging patronage. This grant program will remain open until the 30 December 2021, unless the funding is fully allocated. Entertainment must occur before Friday, 31 December 2021. The Local Entertainment Grant has an allocation of \$25,000 and there is currently \$10,500 remaining. If the entertainment cannot take place as stipulated in the Local Entertainment Grants application, the applicant needs to update Council on any changes. This will enable Council to determine the outcome of the funding. The below table notes all those whom have applied and/or received funding in 2020/21.

Applicant	Approved amount	Total value acquitted
Robinvale Wines	\$1,000	Rolled over to 2021/22
Toga Enterprises Pty Ltd (Lake Boga Pub)	\$500	\$500
Big 4 Riverside Swan Hill	\$500	\$500
Swan Hill RSL Sub-branch Inc.	\$1,000	\$1,000
Steves fish and fillet	\$500	Cancelled, no longer required
Nyah Oasis Chinese Restaurant	\$500	\$500
Peachy's Bar	\$1,000	Rolled over to 2021/22
Swan Hill Football Netball Club	\$1,000	\$500 remaining Rolled over to 2021/22
Swan Hill Club	\$1,000	\$1,000
Robinvale Lawn Tennis Club	\$500	\$500
Big 4 Swan Hill - Murray Valley Hwy	\$1,000	\$1,000
Manangatang Hotel	\$1,000	Rolled over to 2021/22
Spoons Riverside	\$1,000	Rolled over to 2021/22
Swan Hill Jockey Club	\$1,000	Rolled over to 2021/22

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Applicant	Approved amount	Total value acquitted
Lake Boga Bowling Club	\$1,000	Rolled over to 2021/22
Manangatang Racecourse	\$500	Rolled over to 2021/22
Robinvale Lawn Tennis Club	\$500	Rolled over to 2021/22
Tyntynder Football Netball Club	\$1,000	Rolled over to 2021/22
Swan Hill Neighbourhood House Inc.	\$500	Rolled over to 2021/22

Key Result Area 3: Infrastructure

Council Plan Initiatives

The following statement reviews the performance of Council against the Council Plan, including results achieved in relation to the strategic initiatives included in the Plan.

✓ Completed >> In progress/continuing in 2021/22 - Carried over to 2021/22

Council Plan Initiative	Action	Status
Actively pursue opportunities from decommissioned irrigation infrastructure	Work with Goulburn Murray Water to decommission channel number 9	✓
	Identify opportunities for land parcels taken over by Council	>>
Review current use of Council facilities	Produce usage report, including analysis of non-Council facilities that provide similar services	>>
	Identify opportunities to rationalise Council assets	>>
Plan and deliver assets for the current and future needs of our growing community and changing environment	Develop and update policies, strategies and registers	>>
	Implement an effective asset management system	>>
	Complete a centralised asset register	>>
Advocate for funding for an active trail between Lake Boga and Swan Hill.	Complete project scope and plan to enable future funding submission	>>
Review the Swan Hill Active Transport Strategy	Review the strategy	>>
	Adopt the reviewed strategy	✓
Review the way that we procure and maintain our Infrastructure	Identify opportunities to rationalise assets and facilities that do not have an identified service need	>>
	Conduct a review of public facilities including public toilets (included as part of 2018/19 review)	✓

OUR PERFORMANCE

Council Plan Initiatives continued

✓ Completed >> In progress/continuing in 2021/22 - Carried over to 2021/22

Council Plan Initiative	Action	Status
Upgrade Swan Hill Livestock Selling Complex	Implement upgrade project	✓
	Identify funding opportunities for future stages	✓
Review the road network and classify each road	Complete a service review of the road network	✓
Complete the Recreation Reserve Masterplan	Adopt the Recreation Reserves Masterplan	✓
	Establish a long-term operational maintenance program for Council-managed reserves	>>
	Review and update user agreements between Council and recreation reserve users groups	>>
Ensure developers comply with the Infrastructure Design Manual where relevant to local standards	Improve internal and external stakeholders' understanding of the Infrastructure Design Manual	>>
	Develop a local policy position in areas where the Infrastructure Design Manual can be varied	>>

Major Initiatives

The following statement reviews the progress of Council in relation to major initiatives identified in the 2020/21 Budget.

Major Initiative	Progress
Re-seal sealed roads (Budget \$1,183,000 Actual \$823,555).	Complete Programmed re-sealing works under budget.
Re-sheet sealed road shoulders (Budget \$205,000 Actual \$521,250).	Complete Scope of the project changed, additional works completed.
Re-sheet unsealed gravel roads (Budget \$957,800 Actual \$965,420).	Complete
Complete road works funded by the Federal Roads to Recovery Program (Budget \$2,151,240 Actual \$1,848,695).	Incomplete
Robinvale Town Levee construction (Budget \$900,000 Actual \$659,122).	Incomplete
Swan Hill Aerodrome renewal and upgrades (Budget \$2,780,000 Actual \$512,595).	Incomplete
Pritchard Street Swan Hill drainage main upgrade (Budget \$400,000 Actual \$168,587)	Complete Scope of the project changed, full budget not required.
Robinvale Riverside Park netball courts and change rooms (Budget \$640,000 Actual \$789,891).	Complete
Manangatang Swimming Pool Upgrades (Budget \$120,000 Actual \$105,223).	Complete

OUR PERFORMANCE

Services funded in 2020/21 Budget

The following statement provides information in relation to the services funded in the 2020/21 Budget and the persons or sections of the community who are provided the service.

Service Area	Description of services provided	Budget
		<u>Actual</u> Variance \$000
Amenity and safety	Provide the community with well-maintained public areas with a focus on community access and safety. Maintain urban streets and public areas, including footpaths, in a clean and litter-free state and provide access to public conveniences and lighting of public areas. Provide and maintain efficient and effective open and underground drainage systems.	4,149 <u>4,505</u> 356
Community buildings	Maintain and renew community buildings and facilities. It covers community centres, public halls and pre-schools.	1,660 <u>1,037</u> (623)
Infrastructure planning and management	Provide for the planning, design and project management of Council's capital works program, and manage Council's plant and fleet assets and depot operations.	2,445 <u>1,553</u> (892)
Recreation	Maintain Council's parks, reserves, playgrounds and streetscapes in a functional and visually-pleasing landscape.	2,306 <u>3,806</u> 1,500
Swimming pools	Provide quality, accessible aquatic facilities that support a high quality of life for residents and visitors.	459 <u>539</u> 80
Traffic and transportation services	Manage Council's roads and associated infrastructure assets. Ongoing maintenance and renewal work to municipal infrastructure assets including sealed roads, unsealed roads, footpaths and aerodromes.	6,874 <u>9,780</u> 2,906

Service Performance Indicators

The following statement provides the results of the prescribed service performance indicators and measures.

Service/Indicator/ Measure	Result 2018	Result 2019	Result 2020	Result 2021	Material Variation
Roads					
Satisfaction of use					
<i>Sealed local road requests</i> [Number of sealed local road requests / Kilometres of sealed local roads] x 100	8.47	5.54	6.87	6.76	
Condition					
<i>Sealed local roads below the intervention level</i> [Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local road] x 100	98.31%	98.76%	99.28%	99.28%	
Service cost					
<i>Cost of sealed local road reconstruction</i> [Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]	\$45.45	\$25.14	\$30.75	\$33.26%	The cost of sealed local road reconstruction increased in 2021 due to one major project being undertaken in an urban area that involved utilising a more expensive asphalt treatment instead of a spray seal.
<i>Cost of sealed local road resealing</i> [Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]	\$5.72	\$6.84	\$4.98	\$5.58	The increase in resealing sealed roads is due to resealing several large urban streets which required a two-coat seal.
Satisfaction					
<i>Satisfaction with sealed local roads</i> [Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]	50	46	44	52	Road networks are critical for liveability and business within the region and Council continuously seeks funding to enable upgrades to occur. Council has invested in its sealed roads network above its ordinary program due to additional funding becoming available during 2021. The satisfaction of sealed local roads has improved markedly over the past three years. The score identified is determined from sample respondents to the State Community Satisfaction survey.

OUR PERFORMANCE

Key Result Area 4: Governance and leadership

Council Plan Initiatives

The following statement reviews the performance of Council against the Council Plan, including results achieved in relation to the strategic initiatives included in the Plan.

✓ Completed >> In progress/continuing in 2021/22 - Carried over to 2021/22

Council Plan Initiative	Action	Status
Champion a culture that values strong community engagement	Implement a project management system	>>
	Conduct training for staff	>>
Continually improve workplace safety and staff health and wellbeing	Develop and implement an OHS framework	>>
	Review and develop Council's Risk Framework and Strategy	✓
Implement a Project Management System	Review and improve current processes	>>
	Implement a centralised project management system utilised throughout the organisation	>>
Review Council services for efficiency, effectiveness and quality	Prioritise services for a detailed review	>>
	Identify relevant benchmarks for a service review	>>
Council to lead the conversation on Swan Hill bridge placement with the community	Represent Council's views at stakeholder meetings	>>
	Conduct public engagement and awareness campaign	>>

Council Plan Initiative	Action	Status
Establish new and alternative methods of consultation	Research and report to Council on contemporary consultation methods	✓
	Increase the use of social media, online survey tools	✓
	Review Council's communication strategy	✓
Develop Council's systems and processes to improve our customer service, efficiency and effectiveness of our operations	Undertake Council Services Review	>>
Use social media as a medium for community consultation and communication	Increase the use of online survey tools	>>
Engage and partner with organisations, business and individuals to increase cooperation and avoid duplication of resources when common objectives are identified	Conduct skills audit of community organisations	>>
Advocate to State and Federal governments to fund priorities in Community Plans, Major Projects Plan and other key Council plans and strategies	Develop marketing material on key issues	✓
Encourage and support Council representatives to obtain positions on relevant boards that support Council's activities, providing these duties do not conflict with Council responsibilities	Identify key board positions	>>
	Develop advocacy strategies	✓
	Train staff and Councillors on Governance responsibilities and industry based awareness	>>

OUR PERFORMANCE

Major Initiatives

The following statement reviews the progress of Council in relation to major initiatives identified in the 2020/21 Budget

Major Initiative	Progress
Municipal Office alterations (Budget \$75,000 Actual \$0).	Incomplete
Further develop Council IT processes as identified in the IT Strategy (Budget \$120,000 Actual \$119,614).	Complete
Municipal elections (Budget \$140,000 Actual \$153,683).	Complete

Services funded in 2020/21 Budget

The following statement provides information in relation to the services funded in the 2020/21 Budget and the persons or sections of the community who are provided the service.

Service Area	Description of services provided	Budget Actual Variance \$000
Councillors and corporate management	Governance includes the Mayor, Councillors, Chief Executive Officer, Executive Leadership Team and associated support, which cannot easily be attributed to the direct service provision areas.	2,384 <u>2,241</u> (143)
Community relationships	Proactively communicate Council decisions, programs and events to the community using a range of methods, and assist the organisation to respond to community issues as they arise.	198 <u>143</u> (55)
Management of resources	Manage Council's offices along with human and financial resources to effectively and efficiently fulfil Council objectives, including areas like rate raising and collection, customer service, human resource management, depot and office site management, Council finances, information technology and records management.	(27,122) <u>(29,096)</u> (1,974)

Service Performance Indicators

The following statement provides the results of the prescribed service performance indicators and measures.

Service/Indicator/Measure	Result 2018	Result 2019	Result 2020	Result 2021	Material Variation
Governance					
Transparency					
<i>Council decisions made at meetings closed to the public</i> [Number of Council resolutions made at an ordinary or special meetings of Council, or at meetings of a special committee consisting only of Councillors, closed to the public / Number of Council resolutions made at ordinary or special meetings of Council, or at meetings of a special committee consisting only of Councillors] x 100	7.73%	5.56%	4.37%	4.04%	
Consultation and engagement					
<i>Satisfaction with community consultation and engagement</i> [Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement]	55	54	52	51	
Attendance					
<i>Councillor attendance at Council Meetings</i> [The sum of the number of Councillors who attended each ordinary and special Council Meeting / (Number of ordinary and special council meetings) x (Number of Councillors elected at the last Council general election)] x 100	97.96%	96.64%	95.92%	94.44%	
Service cost					
<i>Cost of Governance</i> [Direct cost of the Governance service / Number of Councillors elected at the last Council general election]	\$41,456	\$43,621	\$43,914	\$43,117	
Satisfaction					
<i>Satisfaction with Council decisions</i> [Community satisfaction rating out of 100 with the performance of Council in making decisions in the interest of the community]	54	51	45	48	Satisfaction with Council decisions has increased. Council has invested in community engagement, developing a policy and guidelines for staff to support greater engagement on issue that impact the community.

Key Result Area 5: Environment

Council Plan Initiatives

The following statement reviews the performance of Council against the Council Plan, including results achieved in relation to the strategic initiatives included in the Plan.

✓ Completed >> In progress/continuing in 2021/22 - Carried over to 2021/22

Council Plan Initiative	Action	Status
Seek to influence how environmental water is used within the municipality	Attain membership to Catchment Management Authorities (CMA)	>>
	Seek a position on CMA committees	>>
Investigate alternative energy for council buildings, and a community solar option	Prepare a business case for each option	✓
Review our work methods to reduce the environmental impact of what we do	Review our fuel usage	>>
	Review plant and corporate fleet requirements	✓
	Investigate and use where possible sustainable building practices	>>
Review and implement the Waste Management Plan	Approve a revised and updated Waste Management Plan	>>
Advocate for improved control on private and public land of feral pests and weeds	Engage with local Landcare groups	>>
	Identify and reduce boxthorn infestations	>>
	Extend fruit fly program	>>
Investigate opportunities for green waste and organic collection service	Review data for current green waste service	✓
	Develop and implement a green waste information campaign	✓

OUR PERFORMANCE

Major Initiatives

The following statement reviews the progress of Council in relation to major initiatives identified in the 2020/21 Budget

Major Initiative	Progress
Deliver the roadside weeds and pest management program (Budget \$75,000 Actual \$38,050).	Incomplete
Deliver the Emerging Weeds Control Program (Budget \$20,000 Actual \$13,775).	Incomplete
Undertake capping works at the Swan Hill Landfill (Budget \$150,000 Actual \$1,225).	Incomplete
Swan Hill Landfill tarp armour deployment system (Budget \$120,000 Actual \$0).	Incomplete
Implement the Solar Garden project (Budget \$30,000 Actual \$0).	Incomplete
Upgrade and expansion of resource recovery at Swan Hill Landfill (Budget \$60,000 Actual \$5,560).	Incomplete

Services funded in 2020/21 Budget

The following statement provides information in relation to the services funded in the 2020/21 Budget and the persons or sections of the community who are provided the service.

Service Area	Description of services provided	Budget Actual Variance \$000
Environmental management	Advocate for, and assist to deliver environmental projects as part of Council's aim to become more sustainable in both built and natural environments.	305 <u>165</u> (140)
Waste management	Provide waste collection services, including kerbside collection of garbage, hard waste and green waste from all households and some commercial properties.	202 <u>(144)</u> (346)

Service Performance Indicators

The following statement provides the results of the prescribed service performance indicators and measures.

Service/Indicator/ Measure	Result 2018	Result 2019	Result 2020	Result 2021	Material Variation
Waste Collection Satisfaction <i>Kerbside bin collection requests</i> [Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households] x 1000	22.86	30.88	28.37	112.19	Council received an extraordinary high number of requests during 2021. There were a number of reasons for this including (i) requests to replace or repair damaged bins, (ii) transition from one contractor to another, and (iii) the introduction of a new customer service request system. Council has an ageing bin stock and many are at the end of their serviceable life; this along with the loss of local knowledge and experience in collection services and improved data capture reflects the increase in request numbers.
Service standard <i>Kerbside collection bins missed</i> [Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x 10,000	3.19	2.37	1.76	5.78	Council received significantly more requests for missed services during 2021. The transition from one contractor to another is reflective of this. Council is working closely with the new service provider to improve collection, introduce efficiencies and performance to required standards. The introduction of a new customer service request tracking and reporting system at the commencement of the new contract has also resulted in the capture of more accurate numbers.

Service Performance Indicators continued

Service/Indicator/Measure	Result 2018	Result 2019	Result 2020	Result 2021	Material Variation
Service cost					
<i>Cost of kerbside garbage collection service</i> [Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]	\$55.79	\$57.09	\$81.12	\$86.91	Council engaged a new kerbside collection service contractor during the 2021 financial year. This market testing has seen an increase to the costs per household for kerbside garbage collection.
<i>Cost of kerbside recyclables collection service</i> [Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]	\$27.81	\$28.49	\$42.38	\$78.51	Council engaged a new kerbside collection service contractor during the 2021 financial year. This market testing has seen an increase to the costs per household for kerbside recycling collection. Significant changes in the recycling sector have resulted in a considerable increase to the recyclables processing facility gate fees, which in turn has increased the cost to each household kerbside service.
Waste diversion					
<i>Kerbside collection waste diverted from landfill</i> [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x 100	30.55%	30.26%	27.67%	29.51%	Council believes that the increase in recyclables collected through the kerbside collection service is a consequence of regional pandemic lockdowns with residents required to spend more time at home.



Part six

Corporate Governance

Governance

Swan Hill Rural City Council is constituted under the *Local Government Act 2020* to provide leadership for the good governance of the municipal district and the local community. Council has a number of roles including:

- Taking into account the diverse needs of the local community in decision-making
- Providing leadership by establishing strategic objectives and monitoring achievements
- Ensuring that resources are managed in a responsible and accountable manner
- Advocating the interests of the local community to other communities and governments
- Fostering community cohesion and encouraging active participation in civic life.

Council is committed to effective and sustainable forms of democratic and corporate governance as the key to ensuring that Council and its administration meet the community's priorities. The community has many opportunities to provide input into Council's decision-making processes including community consultation, public forums such as Council meetings and the ability to make submissions to Council.

Council's formal decision-making processes are conducted through Council meetings and Delegated Committees of Council. Council delegates the majority of its decision-making to Council staff. These delegations are exercised in accordance with adopted Council policies.

Local Government Act 2020

The *Local Government Act 2020* received Royal Assent on 24 March 2020 and takes effect in four stages: 6 April, 1 May, 24 October and 1 July 2021.

Council has implemented Stage 1, stage 2 and Stage 3, with the following requirements being completed:

- Governance Rules
- Election Period Policy
- Council Expenses Policy
- Committees (Delegated and Community Asset)
- Audit and Risk Committee
- Audit and Risk Committee Charter
- Public Transparency Policy
- Mandatory Candidate Training
- Personal Interest Returns (Initial and Biannual)
- Summary of Personal Interests
- Councillor Induction Training
- Councillor Code of Conduct
- Community Engagement Policy
- Gifts, Benefits and Hospitality Policy (Councillor Gifts Policy / Staff Gifts Policy)
- Annual Budget
- Revenue and Rating Plan
- Financial policies

Council's Governance team attended workshops and training facilitated by the MAV, VLGA and Local Government Victoria and is equipped to implement Stage 4 of the Local Government Act to schedule.

CORPORATE GOVERNANCE

Meetings of Council

Council conducts open public meetings on the third Tuesday of each month. Members of the community are welcome to attend these meetings and observe from the gallery. Council meetings also provide the opportunity for community members to submit a question of Council, make a submission or speak to an item.

For the 2020/21 year, Council held the following meetings:

- 11 Scheduled Council Meetings
- 6 Unscheduled Council Meetings

Below are the dates and locations of the Scheduled Council Meetings held in 2020/21:

Month	Location	Month	Location
21 July 2020	Swan Hill	23 February 2021	Swan Hill
18 August 2020	Swan Hill	16 March 2021	Swan Hill
15 September 2020	Swan Hill	20 April 2021	Swan Hill
20 October 2020	Swan Hill	18 May 2021	Swan Hill
17 November 2020	Swan Hill	15 June 2021	Swan Hill
15 December 2020	Swan Hill		

Councillor attendance at Council meetings

The following table provides a summary of Councillor attendance at Council Meetings and Unscheduled Council Meetings for the 2020/21 financial year.

Councillor	Ordinary Council Meetings	Ordinary Council Meetings	Special Council Meetings	Special Council Meetings
	Eligible to attend	Attended	Eligible to attend	Attended
Cr Les McPhee	11	11	6	6
Cr Ann Young	11	11	6	5
Cr Bill Moar	11	11	6	5
Cr Lea Johnson	4	4	3	3
Cr Stuart King	7	7	3	1
Cr Chris Jeffery	11	11	6	5
Cr Jade Benham	11	10	6	6
Cr Nicole McKay	11	10	6	6

Delegated committees

The *Local Government Act* allows councils to establish one or more special committees consisting of:

- Councillors
- Council staff
- Other persons
- Any combination of the above.

Council currently has no delegated committees established.

CORPORATE GOVERNANCE

Council representation on other committees

Councillors are representatives on Delegated Committees of Council, as well as other external committees, associations and groups.

Cr Bill Moar

- Loddon Mallee Waste and Resource Recovery Board
- Joint Bridge Committee
- Swan Hill Regional Livestock Exchange
- Murray River Group of Councils
- Event Support Fund
- Community Development Fund
- Central Murray Regional Transport Forum
- Agribusiness Advisory Committee
- Swan Hill Residents and Ratepayers Association

Cr Ann Young

- Woorinen Progress Association
- Chief Executive Officer Performance Review Committee
- Swan Hill Regional Art Gallery Advisory Committee
- Manangatang Improvement Group

Cr Les McPhee

- Municipal Association of Victoria
- Lake Boga Inc
- Ultima Progress Association
- Joint Bridge Committee
- Chief Executive Officer Performance Review Committee
- North West Municipalities Association
- Audit and Risk Committee
- Robinvale Improvement Group

Cr Stuart King

- Swan Hill Inc
- Swan Hill Leisure Centre Committee of Management (sub-delegate)
- Swan Hill Motorplex
- Rail Freight Alliance

Cr Jade Benham

- Robinvale Aboriginal Elders Committee
- Robinvale Euston Business Association
- Wemen Progress Association
- Local Aboriginal Network Robinvale
- Municipal Association of Victoria (sub delegate)
- Community Development Fund
- Audit and Risk Committee
- Rural Councils Victoria (sub-delegate)
- Local Aboriginal Network Swan Hill

Cr Chris Jeffery

- Indoor Sports Stadium Advocacy Committee
- Rural Councils Victoria
- Chief Executive Officer Performance Review Committee
- Swan Hill Leisure Centre Committee of Management
- Lake Boga Land on Water Committee of Management

Cr Nicole McKay

- Nyah Action Group
- Piangil Community Group
- Boundary Bend Progress Association
- Grampians Wimmera Mallee Water Advisory Committee
- Event Support Fund
- Local Aboriginal Network Swan Hill (sub-delegate)
- Swan Hill Regional Art Gallery Advisory Committee (sub-delegate)
- Swan Hill Inc (sub-delegate)
- Central Victorian Greenhouse Alliance

Conflict of interest

During the course of dealing with matters that come before Council for decision, individual Councillors and members of staff might find that they, or their immediate family, have a financial or some other advantage that could be interpreted as having undue influence on the outcome.

To ensure transparency in the decision-making processes of Council, both Councillors and staff are required to declare and document their interest in a matter. Where Councillors have declared an interest, they take no part in the decision-making process.

During 2020/21, 5 conflicts of interest were declared at Council and Delegated Committee meetings.

Copies of the document Conflict of Interest: A Guide for Councillors, October 2012, published by the Department of Planning and Community Development, has been provided to Councillors for their reference.

Code of Conduct

The *Local Government Act 2020* requires councils to review and adopt the Councillor Code of Conduct within 4 months after each general election. Swan Hill Rural City Council's Councillor Code of Conduct was reviewed and adopted on 23 February 2021.

After the review on 23 February 2021, Councillors signed the Code of Conduct declarations.

A copy of the code is available at www.swanhill.vic.gov.au/about/overview/policies.



CORPORATE GOVERNANCE

Councillor allowances

In accordance with Section 39 of the *Local Government Act 2020*, Councillors are entitled to receive an allowance while performing their duty as a Councillor. The Mayor is also entitled to receive a higher allowance.

The State Government sets the upper and lower limits for all allowances paid to Councillors and Mayors. Councils are divided into three categories based on the income and population of each council. In this instance Swan Hill Rural City Council is recognised as a category two council.

For the period 1 July 2020 to 30 June 2021, the Councillor annual allowance for a category 2 council (as defined by the Act) was up to \$26,245 per annum and the allowance for the Mayor was up to \$81,204 per annum. Superannuation at 9.5% is paid in addition to the allowance.

The following table contains details of current allowances (inclusive superannuation) fixed for the Mayor and Councillors during the year.

Councillor	Allowance
Cr Bill Moar (Mayor)	\$70,693.26
Cr Ann Young	\$26,645.90
Cr Chris Jeffery	\$26,645.90
Cr Les McPhee	\$26,645.90
Cr Lea Johnson 1 July 2020 - 24 October 2021	\$9,295.08
Cr Jade Benham	\$27,965.90*
Cr Nicole McKay	\$26,645.90
Cr Stuart King 17 November 2020 - 20 June 2021	\$17,350.82

* Includes Remote Travel Allowance

Councillor expenses

In accordance with Section 40 of the *Local Government Act 2020*, Council is required to reimburse a Councillor for expenses incurred whilst performing his or her duties as a Councillor.

Council is also required to adopt and maintain a policy in relation to the reimbursement of expenses for Councillors.

The policy provides guidance for the payment of reimbursements of expenses and the provision of resources, facilities and other support to the Mayor and Councillors to enable them to discharge their duties.

Council also publishes in its Annual Report the details of the expenses, including reimbursement of expenses for each Councillor and member of a Council Committee paid by the Council.

The details of the expenses, including reimbursement of expenses for each Councillor and member of a Council Committee, paid by Council for the 2020/21 year are set out in the following table:

Councillor	Travel	Car Mileage	Childcare	Information and Communication	Conference and Training	Total
Cr Bill Moar	-	\$1,918.05	-	\$4,732.54	\$1,551.96	\$8,202.55
Cr Ann Young	\$114.24	\$190.80	-	\$3,907.20	-	\$4,212.24
Cr Chris Jeffery	-	-	-	\$4,729.99	-	\$4,729.99
Cr Les McPhee	-	\$194.40	-	\$4,506.44	-	\$4,700.84
Cr Lea Johnson	-	-	-	\$365.00	-	\$365.00
Cr Jade Benham	\$8,657.04	\$190.80	\$105.00	\$3,475.00	\$175.00	\$12,602.84
Cr Nicole McKay	\$335.27	\$936.00	-	\$5,213.82	-	\$6,485.09
Cr Stuart King	-	-	-	\$4,971.29	-	\$4,971.29

Note: No expenses were paid by Council, including reimbursements, to members of Council Committees during the 2020/21 year.



CORPORATE GOVERNANCE

Management

Council has implemented a number of statutory and better practice items to strengthen its management framework.

Having strong governance and management frameworks leads to better decision making by Council.

The *Local Government Act* requires Council to undertake an assessment against the prescribed governance and management checklist and include this in its report of operations.

Council's Governance and Management Checklist results are set out in this section. The following items have been highlighted as important components of the management framework.

Audit and Risk committee

The Audit and Risk Committee is an independent Advisory Committee to Council and is formed under Section 53 of the *Local Government Act 2020*.

The primary objective of the Audit and Risk Committee is to assist Council in the effective conduct of its responsibilities for:

- Enhancing the credibility and objectivity of internal and external financial reporting
- Effective management of financial processes, to ensure integrity and transparency
- Effective management of risks and the protection of Council assets
- Compliance with laws and regulations as well as use of best practice guidelines
- The effectiveness of the internal audit function
- The provision of an effective means of communication between the external auditor, internal auditor, management and the Council
- Facilitating the organisation's ethical development
- Maintaining a reliable system of internal controls

The Audit and Risk Committee consists of five members, three of whom are independent experts in a range of areas including financial management, business, and project management.

Audit and Risk Committee Members

The members of the committee during the 2020/21 financial year were:

Warren Pollock (Chairman) - fourth term appointment expires 21 August 2022.

Rod Saville - third term appointment expires 18 November 2021.

Robert Jardine - first term appointment expired on 21 February 2021, independent representative position vacant for the June 2021 meeting.

Cr Lea Johnson - was in attendance for the October 2020 meeting.

Cr Chris Jeffery - was in attendance for the December 2020 meeting.

Cr Les McPhee - appointed for two years at the Council Meeting in December 2019.

Cr Jade Benham - appointed for two year at the Council Meeting in November 2020.

The following table contains details of attendance at Audit and Risk Committee meetings during 2020/21:

Member	Eligible to attend	Attended
Warren Pollock, Independent member and Chairman	4	3
Rod Saville, Independent member	4	4
Robert Jardine, Independent member	3	2
Lea Johnson, Councillor	1	1
Chris Jeffery, Councillor	1	1
Les McPhee, Councillor	4	4
Jade Benham, Councillor	2	2

CORPORATE GOVERNANCE

Internal Audit

Council's internal audit function is externally resourced to provide independent and objective assurance that appropriate processes and controls are in place across Council.

A three-year risk-based Strategic Internal Audit Plan (SIAP) is revised annually to ensure the audit resources remain focused on the nominated areas.

The review process considers Council's risk framework, the Council Plan, the impact of any change on our operations, systems or the business environment, prior audit coverage and outcomes, and relies heavily on management directional input. The SIAP is revised and approved by the Audit Committee annually.

The Internal Auditor attends Audit Committee meetings to report on the status of the SIAP and to present findings of completed reviews.

The responsible Director and Manager for each area reviewed is required to attend the Audit Committee meeting to respond to questions in relation to the review. All audit issues identified are risk rated.

Recommendations are assigned to responsible managers and tracked through the Audit Committee agenda until all recommendations have been completed.

Quality assurance is measured through completion of the review recommendations and completion of the nominated annual SIAP reviews.

The SIAP for 2020/21 was completed with the following extensive detailed review conducted:

- IT Security Review - IT Security Framework

In order to attain a wider review of internal audit coverage, a mix of 'detailed' and 'insight' reviews are identified.

'Detailed' reviews typically include walk throughs, identification of key controls and sample testing of key controls to form a conclusion, resulting in a detailed report.

'Insight' reviews are high level discussions with those officers responsible for managing the area of focus, resulting in a brief report of observations and insights.

External Audit

Council is externally audited by the Victorian Auditor-General. For the 2020/21 year the annual external audit of Council's Financial Reports and Performance Statement was conducted by the Victorian Auditor-General's representative, Dannielle MacKenzie of Crowe (Albury).

The external auditors attend Audit and Risk Committee meetings to present the annual audit strategy and independent audit reports.

The external audit management letters and responses are also provided and discussed with the Audit and Risk Committee.



Risk Management

Council's Risk Management Policy and Framework provides an integrated and consistent approach to risk management to ensure that risks are identified and addressed during planning, decision-making and everyday operations.

This year Council has continued to develop our Risk Management Framework, processes and systems which has further strengthened our ability to respond to changes in existing risks as well as respond to new risks that have been introduced through the increasing complex external environment, with particular focus on the areas outlined below:

- **COVID-19 pandemic** - Risks emerging from changing restrictions, supply chain disruptions and remote working by staff, were identified, assessed and managed
- **Cybersecurity** - Council continued to invest in our cyber security risk management program to ensure we are prepared to respond to the increasing sophistication and frequency of external cyberattacks
- **Integrity, ethics and culture** - Improvements were made Council's fraud and corruption control framework

CORPORATE GOVERNANCE

Governance and Management Checklist

The following are the results in the prescribed form of Council's assessment against the prescribed governance and management checklist.

Governance and Management Items	Assessment
1. Community Engagement Policy (policy under section 55 of the Act outlining Council's commitment to engaging with the community on matters of public interest)	Adopted in accordance with section 55 of the Act: 23 February 2021
2. Community Engagement Guidelines (guidelines to assist staff to determine when and how to engage with the community)	Date of operation of current guidelines: 23 February 2021
3. Financial Plan (plan under section 91 of the Act outlining the financial resources required for at least the next 10 financial years)	Adopted in accordance with section 91 of the Act: Date of adoption: 15 September 2020
4. Asset Plan (plan that set out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	Adopted in accordance of section 92 of the Act: Date of adoption: Road Asset Management Plan 01/09/2008 Building Asset Management Plan 01/08/2008 Footpath Asset Management Plan 01/08/2009 Irrigation Asset Management Plan 01/08/2008 Kerb and Channel Asset Management Plan 01/08/2009 Landfill Asset Management Plan 01/07/2008 Playgrounds Asset Management Plan 01/08/2008 Bridge Asset Management Plan 01/11/2005 Aerodrome Asset Management Plan 01/03/2009 Road Management Plan 27/06/2017
5. Revenue and Rating Plan (Plan under section 93 of the Act setting out the rating structure of Council to levy rates and charges)	Adopted in accordance of section 93 of the Act: Date of adoption: 15 June 2021
6. Annual Budget (plan under section 94 of the Act setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required)	Adopted in accordance with section 94 of the Act. Date of adoption: 15 June 2021
7. Risk Policy (policy outlining Council's commitment and approach to minimising the risks to Council's operations)	Date of commencement of current policy: 7 August 2019

Governance and Management Items	Assessment
<p>8. Fraud Policy (policy outlining Council's commitment and approach to minimising the risk of fraud)</p>	<p>Date of commencement of current policy: 16 March 2021</p>
<p>9. Municipal Emergency Management Plan (plan under section 20 of the <i>Emergency Management Act 1986</i> for emergency prevention, response and recovery)</p>	<p>Prepared and maintained in accordance with section 20 of the <i>Emergency Management Act 1986</i>. Date of preparation: 21 July 2020</p>
<p>10. Procurement Policy (policy under section 108 the <i>Local Government Act 2020</i> outlining the principles, processes and procedures that will apply to the purchase of goods, services by the Council)</p>	<p>Adopted in accordance of section 108 of the Act: Date of adoption: 15 December 2020</p>
<p>11. Business Continuity Plan (plan setting out the actions that will be undertaken to ensure that key services continue to operate in the event of a disaster)</p>	<p>Date of adoption of current plan: 15 March 2021</p>
<p>12. Disaster Recovery Plan (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)</p>	<p>Date of operation of current plan: 15 March 2021</p>
<p>13. Risk Management Framework (framework outlining Council's approach to managing risks to the Council's operations)</p>	<p>Framework Date of operation of current framework: 18 January 2021</p>
<p>14. Audit and Risk Committee (see sections 53 and 54 of the Act)</p>	<p>Established in accordance with section 53 of the Act. Date of establishment: 18/08/2020</p>
<p>15. Internal Audit (independent accounting professionals engaged by the Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls)</p>	<p>Engaged RSM Date of engagement of current provider: 1 July 2013 - Initial 11 July 2018 - Re-appointed</p>
<p>16. Performance Reporting Framework (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 131 of the Act)</p>	<p>Framework Date of operation of current framework: 12 April 2016</p>

CORPORATE GOVERNANCE

Governance and Management Items	Assessment
<p>17. Council Plan Reporting</p> <p>(report reviewing the performance of the Council against the Council Plan, including the results in relation to the strategic indicators, for the first six months of the reporting year)</p>	<p>Report</p> <p>Reported to Council on:</p> <p>Qtr 1: 20/10/2020 Qtr 2: 23/02/2021 Qtr 3: 20/04/2021 Qtr 4: 20/07/2021</p>
<p>18. Financial Reporting</p> <p>(quarterly statements to Council under section 138(1) of the Local Government Act 1989, comparing actual budgeted results and an explanation of any material variations.)</p>	<p>Reports presented to Council in accordance with section 138(1) of the Act.</p> <p>Date statements presented:</p> <p>Annual Report 2020: 17/11/2020 Qtr 2: 20/04/2021 Qtr 3: 18/05/2021</p> <p>An extended timeframe to complete the 2020 Annual Report pushed all scheduled work timeframes beyond normal cycles; and although the Sept 2020 quarterly report was prepared (Qtr 1), it was inadvertently omitted from the December Council Agenda.</p>
<p>19. Risk Reporting</p> <p>(six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)</p>	<p>Reports</p> <p>Date of reports:</p> <p>14 December 2020 & 24 May 2021</p>
<p>20. Performance Reporting</p> <p>(six-monthly reports of indicators measuring the results against financial and non-financial performance, including performance indicators referred to in section 131 of the Act)</p>	<p>Council reports annually</p> <p>Date statement presented:</p> <p>In the Annual Report 2020 17 November 2020</p>
<p>21. Annual Report</p> <p>(annual report under sections 131, 132 and 133 of the Act to the community containing a report of operations and audited financial and performance statements)</p>	<p>Considered at meeting of the Council in accordance with section 134 of the Act:</p> <p>Date of consideration:</p> <p>17 November 2020</p>
<p>22. Councillor Code of Conduct</p> <p>(Code under section 139 of the Act setting out the standards of conduct to be followed by Councillors and other matters)</p>	<p>Reviewed and adopted in accordance with section 139 of the Act.</p> <p>Date reviewed:</p> <p>23 February 2021</p>

Governance and Management Items	Assessment
<p>23. Delegations</p> <p>(a document setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff), in accordance with sections 11 and 47 of the Act)</p>	<p>Reviewed in accordance with section 11(7) of the Act and in a register in accordance with sections 11(8) and 47(7) of the Act</p> <p>Date of review: 20 April 2021</p>
<p>24. Meeting procedures</p> <p>(Governance Rules under section 60 of the Act governing the conduct of meetings of Council and delegated committees)</p>	<p>Governance Rules adopted in accordance with section 60 of the Act.</p> <p>Date Governance rules adopted: 18 August 2020</p>

I certify that this information presents fairly the status of Council's governance and management arrangements.



John McLinden
Chief Executive Officer

Dated: 21 September 2021



Cr William Moar
Mayor

Dated: 21 September 2021

CORPORATE GOVERNANCE

Statutory information

Documents available for public inspection

Council's public transparency policy now provides details of how and what Council information is available to the public. This policy is available on Council's website.

Council's website contains a wide array of Council information including all policies, plans and reports required under the *Local Government Act 2020* and any other Act.

An extensive list of publicly available information is provided in Council's Part II Statement provided under the *Freedom of Information Act 1982*. This statement is also available on Council's website and is required to be updated annually.

Best Value

The Best Value Principles within the *Local Government Act 1989* provide the basis for which councils plan, review and manage their performance in order to deliver continuous improvement in all services and to meet the needs and expectations of service users.

208B - Best Value Principles

All services provided by a council must meet the quality and cost standards required by section 208D;

Subject to sections 3C(2)(b) and 3C(2)(e), all services provided by a council must be responsive to the needs of its community;

Each service provided by a council must be accessible to those members of the community for whom the service is intended;

A council must achieve continuous improvement in the provision of services for its community;

A council must develop a program of regular consultation with its community in relation to the services it provides;

A council must report regularly to its community on its achievements in relation to the principles set out in paragraphs (a), (b), (c), (d) and (e).

Service Performance Principles

From April 2020 s106 Service Performance Principles of the *Local Government Act 2020* came into effect. This involves the setting of Quality and Cost Standards for Council services and annual reporting against these standards to the community.

The Local Government Act 2020 requires Council to review its operations to ensure that the services provided to the community represent 'Good Value'.

The following are the service performance principles:

- (a) services should be provided in an equitable manner and be responsive to the diverse needs of the municipal community;
- (b) services should be accessible to the members of the municipal community for whom the services are intended;
- (c) quality and costs standards for services set by the Council should provide good value to the municipal community;
- (d) a Council should seek to continuously improve service delivery to the municipal community in response to performance monitoring;
- (e) service delivery must include a fair and effective process for considering and responding to complaints about service provision.

Carers Recognition Act 2012

Council has taken all practicable measures to comply with its responsibilities outlined in the *Carers Recognition Act 2012*. Council has promoted the principles of the Act to people in care relationships who receive Council services, and to the wider community by providing links to State Government resource materials on Council's website and providing information to organisations represented in Council networks.

Council has taken all practicable measures to ensure staff, Council agents and volunteers are informed about the principles and obligations under the Act by including information on the care relationship in Council induction and training programs for staff working in Community Care Services, and induction and training programs for volunteers working directly with the community.

Council has taken all practicable measures to review and modify policies, procedures and supports to include recognition of the carer relationship.

Community Access and Inclusion Strategy

In accordance with section 38 of the *Disability Act 2006*, as Council has prepared a Disability Action Plan and it must report on the implementation of the Disability Action Plan in its Annual Report. Council adopted its Community Access and Inclusion Strategy (CAIS) with an accompanying implementation plan in December 2017.

The four key objectives of the CAIS are to:

- Reduce barriers to Council services, programs and facilities for people with a disability.
- Reduce barriers to people with a disability obtaining and maintaining employment.
- Increase inclusion and participation in the community for people with a disability.
- Improve community attitudes and perceptions that discriminate against people with a disability.

Contracts

During the 2021/21 financial year, Council entered into three contracts valued at \$150,000 or more for services with Ministerial Exemption.

Ministerial Exemption dated 14 Aug 2020 for the following services:

- Swan Hill Rural City Council waste and recycling collection and recycling processing services.
- Waste management service - Swan Hill, Robinvale landfills and rural transfer stations.

Council received quotations from two reputed contractors; however, Ministerial Exemption was for one quotation provider. As per Council decision on 21 July 2020, Council engaged the lowest quotation provider for 15 months of service.

During the 2020/21 financial year, Council did not enter into any contracts for works valued at \$200,000 or more without first engaging in a competitive process.

Domestic Animal Act 1994

Under the *Domestic Animal Act 1994*, Council is required to create a Domestic Animal Management Plan and to evaluate its implementation in the annual report. Council reviewed its Domestic Animal Management Plan in December 2020.

Food Act Ministerial Direction

In accordance with 7E of the *Food Act 1984*, Council is required to publish a summary of any ministerial directions received during the financial year in its Annual Report. No directions were received in the 2020/21 financial year.

Road Management Act 2004

Council, as a road authority, is required under Section 22 of the *Road Management Act 2004* to publish a copy or summary of any direction received from the Minister in its Annual Report. No directions were received from the Minister in 2020/21.

Local Laws

Council has the following Local Laws in place:

Local Law	Date adopted	Date operational
Community Local Law No. 2	16 May 2017	2 June 2017

CORPORATE GOVERNANCE

Statutory information continued

Freedom of Information Act 1982

The Freedom of Information Act 1982 provides the opportunity for public access to Council documents.

The Act establishes a legally enforceable right for the community to request information, in document form, held by Council.

The Act has four principles:

1. The public has a right of access to documents subject to certain exceptions or exemptions.
2. Local Governments are required to publish information on the documents they hold.
3. Individuals may request that inaccurate, incomplete, out-of-date or misleading information about themselves be amended.
4. Individuals may appeal against a decision not to give access to the document(s) or not to amend personal information.

Written requests for documents must be addressed to Council's Freedom of Information Officer and should be accompanied by an application fee of \$30.10 (2021/22).

A request must specify the document(s) required or if unable to do so, give sufficient detail to enable the relevant document(s) to be located, the form of access required and include the applicant's contact details.

In December 2019, the Victorian Information Commissioner issued Professional Standards relating to the conduct of an agency in performing its functions under the Act, and the administration and operation of the Act by an agency.

Council received eight requests in 2020/21 and one request was carried over from 2019/20. Four requests were released in-part for 2020/21, two requests were denied in-full, one was withdrawn and two carried forward to 2021/22.

	Number of requests	Fees and charges	Costs
2020/21	8	\$287	\$5,125
2019/20	3	\$114	\$1,100
2018/19	3	\$87	\$6,250
2017/18	4	\$114	\$1,928
2016/17	2	\$307	\$1,567

Privacy and Data Protection Act 2014

Council respects the privacy of its citizens, ratepayers and clients. Council is committed to the privacy principles prescribed by the *Privacy and Data Protection Act 2014* and the *Health Records Act 2001*.

Council has adopted a Privacy Policy that addresses the requirements of both Acts. A copy of the policy is available at the Council offices during business hours and at Council's website www.swanhill.vic.gov.au.

Council received no privacy complaints in the 2020/21 financial year.

Public interest Disclosure Act

The *Public Interest Disclosures Act 2012* commenced on 6 April 2020 and is a rebranding and expansion of the previous *Protected Disclosures Act 2012*.

Council has developed procedures that provide for the making of disclosures. The procedures encourage the disclosure of improper conduct undertaken by Council or its employees, provide protections for the person making a disclosure, and require the reporting of assessable disclosures to the Independent Broad-based Anti-corruption Commission (IBAC).

Council takes its role and responsibilities under the Act very seriously. Public Interest Disclosure procedures also form part of the staff induction process.

Staff and members of the public are encouraged to report matters to the public interest disclosures co-ordinator, if they believe on reasonable grounds that improper conduct or detrimental action has occurred or is occurring.

No reportable matters were received in the 2020/21 financial year.

Procedures for making a public interest disclosure are available at Council's website www.swanhill.vic.gov.au or at Council offices.

Policies, strategies and plans

As representatives of the community, Council develops the policies that guide and inform Council activity. The following policies, strategies and plans were reviewed and/or adopted in 2020/21.

Policy/Strategy/Plan	Date reviewed/adopted
Public Transparency Policy	20 August 2020
Council Expenses Policy	20 August 2020
Governance Rules	20 August 2020
Memorials Policy	15 September 2020
Asset Disposal Policy	15 September 2020
Discontinuance and Disposal of Roads Policy	15 September 2020
Community and Events Grants Policy	15 September 2020
Aboriginal Employment Plan	5 October 2020
Council Loan Support	20 October 2020
Health Management Plan for the Swan Hill and Robinvale Pounds	25 November 2020
Charter of Human Rights	15 December 2020
Councillor and Staff Interactions Policy	15 December 2020
Chain of Responsibility	15 December 2020
Private Assets in Road Reserves	15 December 2020
Procurement Policy	15 December 2020
Councillor Code of Conduct	16 February 2021
Community Engagement Policy	16 February 2021
Gifts, Benefits and Hospitality Policy	16 February 2021
Asset Management Policy	16 February 2021
Community Garden Policy	16 March 2021
OHS Policy	16 March 2021
Fraud Control Policy	16 March 2021
Environmental Management Policy	15 June 2021
Deputy Mayor Position Policy	15 June 2021
Diversity Policy	15 June 2021



Part seven

Performance Statement

Description of municipality

Swan Hill Rural City Council covers 6,116 square kilometres and is home to 20,534* people.

It includes the townships of Swan Hill, Robinvale, Lake Boga, Nyah, Nyah West, Piangil, Beverford, Woorinen, Ultima, Manangatang and Boundary Bend.

The Swan Hill municipality has experienced significant growth over the past decade, led by the expansion of horticultural/agricultural practices and supported by an innovative manufacturing sector.

This success is depicted by the fact that the region is Australia's largest producer of table grapes, pistachios and olives, responsible for one quarter of all carrots nationwide, a top contributor to the stone fruit industry and accounts for approximately 70 percent of Australia's Almonds and Olive Oil production.

Almost 22 per cent of the total economic output from the region comes from agricultural production.

Irrigated farming (including stone fruit, grapes, nuts, olives and vegetable production) accounts for over 15 per cent of the total economic output for the municipality and more than 17 per cent of all jobs in the city are directly related to agriculture. Additionally food manufacturing (processing) accounts for almost 9 per cent of the municipality's economic output.

Located along the Murray River, tourism plays an important role in our region's[#] economy. Our climate and natural beauty attract around 917,500 visitors each year as reported in the Murray Regional Tourism (MRT) Snapshot Report- March 2021, for domestic overnight travel, international overnight travel and domestic daytrips.

Operational summary

A number of different and varying circumstances has influenced the performance results for this year.

The coronavirus pandemic (Covid-19) restrictions have affected our ability to provide business 'as usual' (see commentary under Covid-19).

The Comprehensive Income Statement reports a surplus of \$19.1m. This includes depreciation and other non-monetary contributions, but excludes capital payments of \$14.5m and loan proceeds and repayments of \$0.5m and \$0.6m respectively.

Our operating and capital revenue is significantly higher with the receipt of \$8.6m in additional non-recurrent grants. The majority of this money targeting economic stimulus following years of drought and ongoing business disruption caused by the pandemic. Council was surprised by the successful application under the Working For Victoria Jobs program (\$1.6m in 2021) to offer employment to people affected by Covid-19. We were very fortunate to engage some of our staff stood-down (10.8 EFT) as a result of lockdown restrictions affecting our performing arts, library, museum and a number of other service operations.

Another impact increasing our operational revenue and expenses relates to Council's lead role in administering a Commonwealth Regional Growth Fund on behalf of six partner councils. Our operational income and expenditure includes \$3.5m from this arrangement in 2021.

Council has also been active in residential land development at Tower Hill Estate in Swan Hill; selling all available allotments (\$2.9m). The development continues to be cash-flow positive, and provide a return on investment of \$110k.

[#] Swan Hill Region includes the Swan Hill Rural City, Gannawarra Shire and Balranald Shire

Covid-19

The Covid-19 pandemic has impacted everyone in our community - including front-line workers who deliver our services. To keep everyone safe, some Council services such as tourism venues, performing arts, library and playgrounds were closed, while others such as Youth and Maternal and Child Health took their programs online. Fortunately, some of Council's front-line services such as waste collections and road construction, were able to continue as normal with little impact on services. Some of the actions in this report have been impacted by the Covid-19 pandemic in some way, mostly as the result of some operations being closed and scheduled community events being cancelled. However, a significant amount of actions and services were able to continue through a shift to remote delivery.

Sustainable Capacity Indicators

PERFORMANCE STATEMENT

Service/indicator/ measure	Results				Material variations
	2018	2019	2020	2021	
Own-source revenue <i>Own-source revenue per head of municipal population</i> [Own-source revenue/ Municipal population]	\$1,680.88	\$1,776.90	\$1,763.31	\$1,902.26	This is usually a stable indicator influenced by a decline in population year-on-year. The 2021 result however has seen additional revenue from building and planning fees, sale of all available residential land at the Swan Hill Tower Hill estate, the sale of prime commercial land at 71-77 Bromley Road in Robinvale and reimbursement from the Victoria Police for boarder closure check-points. A reduction in interest revenue and further decline in population also affected the result.
Recurrent grants <i>Recurrent grants per head of population</i> [Recurrent grants/ Municipal population]	\$552.94	\$526.64	\$569.62	\$586.59	The majority of this increase came from indexation of the Victoria Grants Commission general purpose and local roads grant (\$355k). Minor increases and decreases of other State and Federal Government grants occurred, with the overall increase per head of population equal to 2.98%.
Population <i>Expenses per head of population</i> [Total expenses/ Municipal population]	\$2,159.48	\$2,156.36	\$2,362.58	\$2,525.03	The increase of 6.88% (2021) in expenses per head of population is a result of a decline in population against an increase in operating expenses of \$3.1m. Operating expenses include the recognition of Amortisation on Right of Use Assets (\$0.41m) and \$3m of non-recurrent grants received on behalf of six partner councils to the Our Region Our Rivers Commonwealth funding agreement. The same scenario explains the increase in 2020.
<i>Infrastructure per head of municipal population</i> [Value of infrastructure/ Municipal population]	\$18,388.46	\$18,969.90	\$20,331.95	\$20,751.24	The increase in the value of infrastructure assets (IPP&E excluding land assets) has increased by \$6m, while our population has decreased from 20,649 to 20,534* in 2021.

Service/indicator/ measure	Results				Material variations
	2018	2019	2020	2021	
<i>Population density per length of road</i> [Municipal population/ Kilometres of local roads]	5.94	5.92	5.65	5.62	The reduction in 2021 is a combination of a decline in municipal population and an increase in road length. The population has declined by 315, whereas road length has increased by 147kms over the past four years.
Disadvantage <i>Relative socio-economic disadvantage</i> [Index of Relative Socio-economic disadvantage by decile]	2.00	2.00	2.00	2.00	This score is determined by the Australian Bureau of Statistics. The Socio-Economic Indexes for Areas (SEIFA) provides measures of social-economic conditions by local government geographic area.
Workforce turnover <i>Percentage of staff turnover</i> [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year]	-	-	10.81%	14.40%	Council has an ageing workforce which has had a direct impact on the staff turnover rate for 2021. New Indicator in 2020.

Sustainable Capacity Indicator definitions

“adjusted underlying revenue” means total income other than:

- (a) non-recurrent grants used to fund capital expenditure; and
- (b) non-monetary asset contributions; and
- (c) contributions to fund capital expenditure from sources other than those referred to above

“infrastructure” means non-current property, plant and equipment excluding land

“local road” means a sealed or unsealed road for which Council is the responsible road authority under the Road Management Act 2004

“population” means the resident population estimated by Council

“own-source revenue” means adjusted underlying revenue other than revenue that is not under the control of Council (including government grants)

“relative socio-economic disadvantage”, in relation to a municipality, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipality is located according to the Index of Relative Socio-Economic Disadvantage (Catalogue Number 2033.0.55.001) of SEIFA

“SEIFA” means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its Internet website.

‘unrestricted cash’ means all cash equivalents other than restricted cash

Service Performance Indicators

Service/indicator/measure	Results				Material variations
	2018	2019	2020	2021	
Governance Satisfaction <i>Satisfaction with Council decisions</i> [Community satisfaction rating out of 100 with the performance of Council in making decisions in the interest of the community]	54	51	45	48	Satisfaction with Council decisions has increased. Council has invested in community engagement, developing a policy and guidelines for staff to support greater engagement on issues that impact the community.
Statutory Planning Decision making <i>Council's planning decisions upheld at VCAT</i> [Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x 100	0.00%	0.00%	0.00%	0.00%	No planning application decisions were reviewed by VCAT in 2021.
Roads Satisfaction <i>Satisfaction with sealed local roads</i> [Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]	50	46	44	52	<p>Road networks are critical for liveability and business within the region and Council continuously seeks funding to enable upgrades to occur. Council has invested in its sealed roads network above its ordinary program due to additional funding becoming available during 2021.</p> <p>The satisfaction of sealed local roads has improved markedly over the past three years. The score identified is determined from sample respondents to the State Community Satisfaction survey.</p>
Libraries Participation <i>Active library borrowers</i> [The sum of the number of active library borrowers in the last 3 financial years / the sum of the Municipal population in the last 3 financial years] x 100	18.08%	16.90%	16.28%	14.52%	<p>Due to Covid-19 restrictions, the library branches were closed to public access for a total of 76 days during 6 August to 21 October 2020, 13 February to 17 February 2021, and 28 May to 3 June 2021.</p> <p>Covid-19 restrictions reduced people's ability to visit the library in person. The online collection was available to borrowers during this time, however the physical collection could only be accessed through the 'click and collect' service by appointment on 48 of the 76 days the library was closed.</p>

PERFORMANCE STATEMENT

Service/indicator/ measure	Results				Material variations
	2018	2019	2020	2021	
Waste collection					
Waste diversion					
<i>Kerbside collection waste diverted from landfill</i> [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x 100	30.55%	30.26%	27.67%	29.51%	Council believes that the increase in recyclables collected through the kerbside collection service is a consequence of regional pandemic lockdowns with residents required to spend more time at home.
Aquatic Facilities					
Utilisation					
<i>Utilisation of aquatic facilities</i> [Number of visits to aquatic facilities / Municipal population]	5.51	5.57	4.56	3.43	<p>Due to Victorian Government Covid-19 restrictions, the Swan Hill Leisure Centre was closed from August 5 to October 26 (52 days). Strict capacity limits have been enforced since re-opening. Further lockdowns in February and late May also reduced attendance numbers. In addition to the pandemic, the Swan Hill Leisure Centre's boiler failed in March 2021. This outage was for 4.5 days and resulted in just over 300 swim school members not able to attend the centre.</p> <p>A 70% reduction in visitation was recorded between July and December 2020, when compared with the previous year. This was also reflected in centre memberships reducing by 17% since the facility closure in March 2020. The Swan Hill, Robinvale, Nyah and Manangatang outdoor pool attendance numbers were fortunately only impacted by the snap February 2021 lockdown.</p> <p>Flooding of the Swan Hill outdoor swimming pool in December from a storm event, resulted in the pool being shut in excess of 9 days while it was cleaned.</p>

Service Performance Indicators continued

Service/indicator/measure	Results				Material variations
	2018	2019	2020	2021	
Animal management Health and safety <i>Animal management prosecutions</i> [Number of successful animal management prosecutions]	2	0	-	-	Indicator retired in 2020.
Animal management Health and safety <i>Animal management prosecutions</i> [Number of successful animal management prosecutions/ Total number of animal management prosecutions] x 100	-	-	0	100.00%	Prosecutions arising in 2020, were heard in the 2021 financial year due to Covid-19 restrictions impacting the Magistrates Court operations and availability. New Indicator in 2020.
Food and safety Health and safety <i>Critical and major non-compliance outcome notifications</i> [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] x 100	94.74%	81.25%	100.00%	66.67%	One premise that received a 'major non-compliance outcome' did not receive a follow-up inspection in 2021. This was rectified in 2022.

PERFORMANCE STATEMENT

Service/indicator/measure	Results				Material variations
	2018	2019	2020	2021	
Maternal and Child Health					
Participation					
<i>Participation in the MCH service</i> [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x 100	73.03%	73.14%	75.04%	80.05%	Council increased staffing slightly during 2021, which resulted in more children and families being able to be seen in clinics.
<i>Participation in the MCH service by Aboriginal children</i> [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x 100	62.18%	60.08%	66.20%	76.26%	Council has worked to support the Swan Hill Mallee District Aboriginal Service (MDAS) maternal child health clinic when they have been unable to offer the service to Aboriginal families, and as a consequence those families have chosen to attend a Council clinic for their care.

Service Performance Indicator definitions

“Aboriginal child” means a child who is an Aboriginal person

“Aboriginal person” has the same meaning as in the Aboriginal Heritage Act 2006

“active library borrower” means a member of a library who has borrowed a book from the library

“annual report” means an annual report prepared by a Council under section 98 of the Act

“class 1 food premises” means food premises, within the meaning of the Food Act 1984, that have been declared as class 1 food premises under section 19C of that Act

“class 2 food premises” means food premises, within the meaning of the Food Act 1984, that have been declared as class 2 food premises under section 19C of that Act

“critical non-compliance outcome notification” means a notification received by Council under section 19N(3) or (4) of the Food Act 1984, or advice given to Council by an authorised officer under that Act, of a deficiency that poses an immediate serious threat to public health

“food premises” has the same meaning as in the Food Act 1984.

“local road” means a sealed or unsealed road for which Council is the responsible road authority under the Road Management Act 2004

“major non-compliance outcome notification” means a notification received by a council under section 19N(3) or (4) of the Food Act 1984, or advice given to Council by an authorised officer under that Act, of a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken

“MCH” means the Maternal and Child Health Service provided by a Council to support the health and development of children within the municipality from birth until school age

“population” means the resident population estimated by council

PERFORMANCE STATEMENT

Financial Performance Indicators

Dimension/ indicator/measure	Results				Forecasts				Material variations
	2018	2019	2020	2021	2022	2023	2024	2025	
Operating position Adjusted underlying result Adjusted underlying surplus (or deficit) [Adjusted underlying surplus (deficit) Adjusted underlying revenue] x100	5.24%	8.38%	5.01%	12.71%	1.70%	-0.17%	0.95%	0.89%	The improvement in the indicator is derived from significant additional non-recurrent grant monies from both State and Federal Governments. These grants increased from \$2.9m in 2020 to \$8.0m in 2021. Funding received under the Commonwealth Government Regional Growth Program included \$3.5m in funds redirected to six partner councils; and economic stimulus money primarily focused on pandemic recovery from the State Government, included \$1.6m under the Working For Victoria Jobs program and other targeted programs.

Dimension/ indicator/measure	Results					Forecasts					Material variations	
	2018	2019	2020	2021	2022	2023	2024	2025				
Liquidity												
Working capital												
<i>Current assets compared to current liabilities</i> [Current assets / Current liabilities] x100	360.07%	380.53%	372.96%	388.38%	226.53%	208.42%	219.23%	216.04%				An increase in unspent cash primarily from government stimulus has improved liquidity, despite an 'interest only' loan becoming current in 2021. The ratio will return to more normal levels once the \$4.795m loan repayment is made and stimulus monies spent in accordance with grant conditions in 2022.
Unrestricted cash												
<i>Unrestricted cash compared to current liabilities</i> [Unrestricted cash / Current liabilities] x100	258.37%	271.46%	267.21%	266.18%	141.11%	151.57%	158.60%	159.50%				The forecast reduction identified last year for 2021, relates to an interest only loan maturing in 2022. Once repaid, the ratio recovers in 2022.

Financial Performance Indicators continued

PERFORMANCE STATEMENT

Dimension/ indicator/measure	Results					Forecasts				Material variations
	2018	2019	2020	2021	2022	2023	2024	2025		
Obligations Loans and borrowings Loans and borrowings compared to rates [Interest bearing loans and borrowings / Rate revenue] x100	25.22%	28.99%	28.35%	27.00%	8.83%	7.67%	6.52%	5.46%	Council deferred \$1.3m in new borrowings from 2017 and 2018 until 2019. The deferred borrowings of \$1.3m along with new borrowings of \$0.5m were taken up in 2019 and restore the ratio to its previous expected level. An ongoing reduction in borrowings is planned from 2022 onwards.	
Loans and borrowings repayments Loans and borrowings compared to rates [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	5.16%	3.03%	3.01%	3.08%	18.09%	1.11%	1.07%	1.03%	Council is continuing with a strategy to progressively reduce borrowings. This reflects in a reduced loan repayment compared to rates each year. In 2022, the first Local Government Funding Vehicle interest only loan matures (\$4.795m) and Council will have sufficient cash available to repay this loan. The 2018 ratio was higher due to repayment in full at the eighth year of a loan originally borrowed on a ten year repayment schedule with interest rate renegotiated at the fourth and eighth year. No new borrowings are expected after 2021.	

Dimension/ indicator/ measure	Results					Forecasts					Material variations
	2018	2019	2020	2021	2022	2023	2024	2025			
Indebtedness Non-current liabilities compared to own source revenue [Non-current liabilities / Own source revenue] x100	21.54%	23.82%	25.82%	11.54%	10.55%	9.47%	8.38%	6.25%			The ongoing repayment of borrowings over the forecast period will see a reduction in our interest bearing liabilities, and this year (2021) our first LGFV interest only loan of \$4.795m became a current liability. Full repayment of this borrowing will occur in 2022. This ratio is forecast to reduce to zero, as Council proceeds on a path to no future borrowings from 2021.
Asset renewal Asset renewal compared to depreciation [Asset renewal expenses / Asset depreciation] x100	90.90%	116.77%	-	-	-	-	-	-	-	-	Indicator retired in 2020.

Financial Performance Indicators continued

PERFORMANCE STATEMENT

Dimension/ indicator/measure	Results						Forecasts				Material variations
	2018	2019	2020	2021	2022	2023	2024	2025			
Asset renewal Asset renewal and upgrade expense compared to depreciation [Asset renewal and asset upgrade expenditure / Asset depreciation] x100	-	-	93.29%	101.54%	110.33%	84.72%	91.19%	88.56%	Council has increased renewal and upgrade infrastructure expenditure by \$1.1m or 12% compared to the previous financial year; whereas the percentage increase in asset depreciation was 4%. This ratio will deteriorate as we embark on a period of expansion with the creation of the 'Our Place' building (\$10m) in our heritage precinct, a new sporting hub (\$1.4m) and other infrastructure created in the current financial year that is yet to commence being depreciated. New Indicator in 2020.		
Stability Rates concentration Rates compared to adjusted underlying revenue [Rate revenue / Adjusted underlying revenue] x100	55.45%	55.93%	54.30%	48.54%	56.45%	60.45%	63.04%	63.42%	Rate revenue remains a positive trend in the forward projection years of between 2.8% and 4.0%, whereas the 'adjusted underlying revenue' is influenced by a number of other income streams. The 'adjusted underlying revenue' is forecast to decrease and increase with a range of -11.6% (2022) to 3.4% (2023). The lower dependence on rates in 2021, is the result of \$5.1m in additional non-recurrent operating grants. A reduction of \$2.47m from aged care reforms (\$0.74m in user fees and \$1.73m recurrent grants) explain the increased dependence on rates from 2023.		

Dimension/ indicator/ measure	Results					Forecasts					Material variations
	2018	2019	2020	2021	2022	2023	2024	2025			
Rates effort Rates compared to property values [Rate revenue / Capital improved value of rateable properties in the municipality] x100	0.72%	0.69%	0.65%	0.64%	0.62%	0.64%	0.66%	0.68%			In 2021 property values increased by 5.0% and rate revenue increased by 3.4% compared to the previous year. CIV has increased at a faster rate than the increase from rate revenue between 2018 and 2022. This indicator remains within a +/- 10% window, with the rate in the dollar reducing as overall CIV increases. A conservative estimation on supplementary rates reverses this trend between 2023 and 2025. Increases in CIV's in the past three financial years is derived from both strong sales data and capital improvements across most rate classifications.
Efficiency Expenditure level Expenses per property assessment [Total expenses / Number of property assessments]	\$3,765.72	\$3,727.22	\$4,051.22	\$4,276.56	\$4,240.99	\$4,146.86	\$4,064.92	\$4,151.02			The increase from 2020 is due to Council being the coordinating Council for a regional project. Grant income will be received by Council and redirected to six partner councils under the Commonwealth Regional Growth Fund as an operational expense until 2022.

PERFORMANCE STATEMENT

Financial Performance Indicators continued

Dimension/ indicator/measure	Results					Forecasts				Material variations
	2018	2019	2020	2021	2022	2023	2024	2025		
Revenue level Average residential rate per residential property assessment [Residential rate revenue / Number of residential property assessments]	\$1,636.84	\$1,690.08	-	-	-	-	-	-	-	Indicator retired in 2020. The average rates and charges per assessment is forecast to increase on average by 2.8% between 2021 and 2025. This is influenced by development in the municipality (supplementary rates), increases of up to 12.5% for waste services (kerbside collection, recycling and landfill management), and the number of rateable assessments. The increase in the number of rateable assessments is forecast to increase by 2.2%, which places upward pressure on the average cost per assessment as the two average increases are not the same. The average increase in the cost per assessment in 2021 is 1.6%. New Indicator in 2020.
Revenue level Average rate per property assessment [Total rate revenue / Number of property assessments]	-	-	\$2,028.86	\$2,060.62	\$2,109.08	\$2,147.82	\$2,201.47	\$2,259.04		
Workforce turnover Resignations and terminations [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x 100	12.97%	12.11%	-	-	-	-	-	-	-	Indicator retired in 2020.

Financial Performance Indicator definitions

"adjusted underlying revenue" means total income other than:

- (a) non-recurrent grants used to fund capital expenditure; and
- (b) non-monetary asset contributions; and
- (c) contributions to fund capital expenditure from sources other than those referred to above

"adjusted underlying surplus (or deficit)" means adjusted underlying revenue less total expenditure

"asset renewal expenditure" means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability

"current assets" has the same meaning as in the AAS

"current liabilities" has the same meaning as in the AAS

"non-current assets" means all assets other than current assets

"non-current liabilities" means all liabilities other than current liabilities

"non-recurrent grant" means a grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a council's Strategic Resource Plan

"own-source revenue" means adjusted underlying revenue other than revenue that is not under the control of council (including government grants)

"population" means the resident population estimated by Council

"rate revenue" means revenue from general rates, municipal charges, service rates and service charges

"recurrent grant" means a grant other than a non-recurrent grant

"residential rates" means revenue from general rates, municipal charges, service rates and service charges levied on residential properties

"restricted cash" means cash and cash equivalents, within the meaning of the AAS, that are not available for use other than for a purpose for which it is restricted, and includes cash to be used to fund capital works expenditure from the previous financial year

"unrestricted cash" means all cash and cash equivalents other than restricted cash.

PERFORMANCE STATEMENT

Other information

1. Basis of preparation

Council is required to prepare and include a performance statement within its annual report. The performance statement includes the results of the prescribed sustainable capacity, service performance and financial performance indicators and measures together with a description of the municipal district and an explanation of material variations in the results. This statement has been prepared to meet the requirements of the *Local Government Act 1989* and *Local Government (Planning and Reporting) Regulations 2014* (as per the transitional provisions of the *Local Government Act 2020*).

Where applicable the results in the performance statement have been prepared on accounting bases consistent with those reported in the Financial Statements. The other results are based on information drawn from Council information systems or from third parties (e.g. Australian Bureau of Statistics).

The performance statement presents the actual results for the current year and for the prescribed financial performance indicators and measures, the results forecast by Council's strategic resource plan. The *Local Government (Planning and Reporting) Regulations 2014* requires explanation of any material variations in the results contained in the performance statement. Council has adopted materiality thresholds relevant to each indicator and measure and explanations have not been provided for variations below the materiality thresholds unless the variance is considered to be material because of its nature.

The forecast figures included in the performance statement are those adopted by Council in its strategic resource plan on 7 July 2020 and which forms part of the Council Plan. The strategic resource plan includes estimates based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving sustainability over the long term. Detailed information on the actual financial results is contained in the General Purpose Financial Statements. The strategic resource plan can be obtained by contacting Council.

Certification of the performance statement

In my opinion, the accompanying performance statement has been prepared in accordance with the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014* (as per the transitional provisions of the *Local Government Act 2020*).



Joel Lieschke CPA

Principal Accounting Officer

Dated: 21 September 2021

In our opinion, the accompanying performance statement of the Swan Hill Rural City Council for the year ended 30 June 2021 presents fairly the results of council's performance in accordance with the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014* (as per the transitional provisions of the *Local Government Act 2020*).

The performance statement contains the relevant performance indicators, measures and results in relation to service performance, financial performance and sustainable capacity.

At the date of signing, we are not aware of any circumstances that would render any particulars in the performance statement to be misleading or inaccurate.

We have been authorised by the Council and by the *Local Government (Planning and Reporting) Regulations 2014* to certify this performance statement in its final form.



William Moar

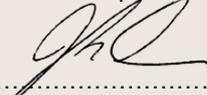
Councillor (Mayor)

Dated: 21 September 2021



Jade Benham
Councillor

Dated: 21 September 2021



John McLinden

Chief Executive Officer

Dated: 21 September 2021



Independent Auditor's Report

To the Councillors of Swan Hill Rural City Council

Opinion	<p>I have audited the accompanying performance statement of Swan Hill Rural City Council (the council) which comprises the:</p> <ul style="list-style-type: none"> • description of municipality for the year ended 30 June 2021 • sustainable capacity indicators for the year ended 30 June 2021 • service performance indicators for the year ended 30 June 2021 • financial performance indicators for the year ended 30 June 2021 • other information and • the certification of the performance statement. <p>In my opinion, the performance statement presents fairly, in all material respects, the performance of the council for the year ended 30 June 2021 in accordance with the performance reporting requirements of Part 6 of the <i>Local Government Act 1989</i>.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the performance statement</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. I and my staff are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the performance statement in Victoria and have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Councillors' responsibilities for the performance statement	<p>The Councillors are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the <i>Local Government Act 1989</i> and for such internal control as the Councillors determines is necessary to enable the preparation and fair presentation of the statement of performance that is free from material misstatement, whether due to fraud or error.</p>
Auditor's responsibilities for the audit of the performance statement	<p>As required by the <i>Audit Act 1994</i>, my responsibility is to express an opinion on the performance statement based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the performance statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Standards on Assurance Engagements will always detect a material misstatement when it exists.</p>

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of this performance statement.

As part of an audit in accordance with the Australian Standards on Assurance Engagements, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the performance statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the overall presentation, structure and content of the performance statement, including the disclosures, and whether performance statement represents the underlying events and results in a manner that achieves fair presentation.

I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

MELBOURNE
29 September 2021



Sanchu Chummar

as delegate for the Auditor-General of Victoria

Appendices

Donations and contributions

Organisation	Purpose	Amount
Australia Day	Contribution	\$3,143
BIG4 Riverside Swan Hill	Support	\$500
Big4 Swan Hill	Support	\$1,000
Swan Hill Lawn Tennis & Croquet Club	Support	\$10,000
Fight Cancer Foundation Limited	Support	\$2,000
IICA Tech Expo	Contribution	\$3,680
Lake Boga Bowling Club Inc	Support	\$5,000
Lake Boga Commercial Hotel	Support	\$500
Lake Boga Waterski Club	Support	\$5,000
Lake Boga Yacht Club Inc	Support	\$1,000
Lead Loddon Murray Inc	Support	\$7,000
Lions Club of Lake Boga Inc	Support	\$8,934
Manangatang Public Hall Committee	Support	\$2,000
Swan Hill Inc	Contribution	\$3,918
Mid Murray Flying Club	Support	\$3,000
Murray Downs Golf & Country Club	Support	\$500
Nyah Nyah West United Football Netball Club	Support	\$6,000
Nyah Oasis Pty Ltd	Support	\$500
Nyah West Golf Club Inc	Support	\$5,000
Nyah West Tennis Club Inc	Support	\$1,081
Piangil Xmas Get Together	Support	\$250
Pioneer Country Quarter Horse Assoc Inc	Support	\$500
Swan Hill Farmers Market Inc	Contribution	\$450
Robinvale Euston Business Association Inc	Support	\$2,500

Organisation	Purpose	Amount
Robinvale Lawn Tennis Club Inc	Support	\$1,000
Robinvale Pistol Club	Support	\$2,500
Robinvale Senior Citizens	Contribution	\$87
Showbiz Cinema - Drive In	Contribution	\$257
SHRCC Australia Day	Contribution	\$80
Speewa Heritage Collectors Club Inc	Support	\$3,802
St Mary MacKillop College	Support	\$500
Swan Hill Bowls Club Inc	Support	\$6,121
Swan Hill Club	Support	\$500
Swan Hill College - Clontarf / Flo / Awareness	Support	\$2,000
Swan Hill Field & Game	Support	\$3,000
Swan Hill Football Club Incorporated	Support	\$7,000
Swan Hill Genealogical & Historical Society	Support	\$600
Swan Hill Lawn Tennis & Croquet Club Inc	Support	\$1,270
Swan Hill Motor Racing Club	Support	\$5,000
Swan Hill Neighbourhood House Inc	Support	\$2,500
Swan Hill RSL Sub-Branch Inc	Support	\$1,000
Swan Hill Theatre Group Co-Operative Ltd	Support	\$3,092
Swan Hill Trotting Club Inc	Support	\$2,000
Ultima Football Netball Club	Support	\$4,985
Ultima Golf Club	Support	\$1,500
Sustainable Living in the Mallee Inc	Support	\$727
Weed Warrior Program	Support	\$169

Appendix 2: Organisations of which Council is a financial member

Organisation	Amount
Australasian Fleet Managers Association	\$423
Australian Airports Association	\$546
Australian Livestock Markets Association	\$1,515
Australian Livestock Saleyards Association Inc.	\$4,903
Australian Museums & Galleries Association Victoria	\$244
Central Victorian Greenhouse Alliance	\$12,500
Community Childcare Association	\$255
Department of Education and Training	\$316
Economic Development Australia	\$400
Engineering New Zealand	\$919
Institute of Public Works Engineering Australia	\$290
LGPro Membership	\$1,044
Local Government Finance Professionals	\$136
Local Government Infrastructure Design Association	\$500
Loddon Mallee Waste and Resource Recovery Group	\$4,000
Municipal Association of Victoria	\$27,655
Murray River Group of Councils	\$7,130
Murray River Regional Tourism Ltd	\$25,737
National Saleyards Quality Assurance Inc	\$530
North West Municipalities Association	\$1,000
Planning Enforcement Officers Association	\$70
Public Galleries Association of Victoria	\$824
Public Libraries Victoria Network	\$1,900
Rail Freight Alliance	\$3,155

Organisation	Amount
Rural Councils Victoria Inc	\$3,000
School Crossings Victoria Inc	\$100
Vicsport	\$382
Victorian Association of Performing Arts Centres	\$1,388
Victorian Maternal Child and Health	\$75
Victorian Municipal Building Surveyors Group Inc	\$500
Victorian Tourism Industry Limited	\$1,200



General Purpose Financial Statements

FINANCIAL STATEMENT

Understanding the Financial Statements

Introduction

The financial report is a key report by the Swan Hill Rural City Council. It shows how Council performed financially during the 2020/21 financial year and the overall position at the end of the financial year (30 June 2021).

Council presents its financial report in accordance with the Australian Accounting Standards.

Particular terms required by the standards might not be familiar to some readers. Council is committed to accountability and it is in this context that the following explanations have been developed to assist readers understand and analyse the financial report.

What is contained in the Annual Financial Report?

Council's financial report has two main sections, namely the report and the notes. There are five statements and 10 notes. These are prepared by Council staff, examined by the Audit and Risk Committee and Council, and are audited by the Victorian Auditor-General.

The five statements included in the first few pages of the report are the Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows and Statement of Capital Works.

The notes detail Council's accounting policies and the make-up of values contained in the statements.

1. Comprehensive Income Statement

The Comprehensive Income Statement measures Council's performance over the year and shows if a surplus or a deficit has been made in delivering services.

The statement includes all sources of income, less all operating expenses incurred in delivering Council services. This includes depreciation, or the writing down, of the value of buildings, roads, footpaths, drains and all other infrastructure assets that are used to deliver Council services.

These assets are depreciated over the life of the asset or as they are consumed. Capital costs or new assets purchased or created during the year are excluded from the statement but, as indicated above, are depreciated as they are used.

The statement is prepared on an accrual basis. This means that generally all income and costs for the year are recognised even though the income may not yet be received (such as interest on bank deposits) or expenses not yet paid (invoices not yet received for goods and services already used).

2. Balance Sheet

The Balance Sheet is an important financial statement. This one-page summary is a snapshot of the financial position as at 30 June 2021. It shows what the Council owns as assets and what it owes as liabilities.

The bottom line of this statement is net assets. This is the net worth of Council that has been built up over many years.

The assets and liabilities are separated into current and non-current. Current means those assets or liabilities that will fall due or be consumed in the next 12 months. The components of the Balance Sheet are described on the following page.

Current and non-current assets

- Cash includes cash and cash equivalents i.e. cash held in the bank, petty cash and term deposits.
- Receivables are monies owed to Council by ratepayers and other debtors.
- Other assets include income earned but not yet received and accounts which have been prepaid.
- Property, plant and equipment, infrastructure is the largest component of Council's worth and represents the value of all land, buildings, roads, vehicles, equipment, and other items which have been invested in by Council over many years.

Current and non-current liabilities

- Payables are those to whom Council owes money as at 30 June 2021.
- Provisions include employee benefits, which is the accounting term for accrued long service and annual leave. Landfill restoration works are also grouped under provisions.
- Interest bearing loans and borrowings, which are repaid over a set period of time, finance leases that are leases of assets where ownership of the asset is transferred to the Council.

Net assets

This term is used to describe the difference between the value of total assets and the value of total liabilities. It represents the net worth of Council as at 30 June 2021. The net value of the Council is also synonymous with total equity.

Total equity

- Asset revaluation reserve is the difference between the previously recorded value of property and infrastructure assets and their current valuations.
- Accumulated surplus is the value of all net assets accumulated over time, including other reserve allocations for specific projects.

3. Statement of Changes in Equity

During the course of the year, the value of total ratepayers equity as set out in the Balance Sheet changes. This statement shows the values of such changes and how these changes arose.

The main reason for a change in equity stem from:

- The surplus/(deficit) for the year from operations, described in the Comprehensive Income Statement as the surplus/(deficit) for the year.
- Revaluation of assets; takes on a regular schedule basis on average every three years. It also occurs when existing assets are taken up in the books for the first time.

4. Statement of Cash Flows

The Statement of Cash Flows summarises Council's cash payments and cash receipts for the year. This statement is presented according to a very specific accounting standard and needs some care in analysis.

The values may differ from those shown in the Comprehensive Income Statement because the Comprehensive Income Statement is prepared on an accrual accounting basis.

Cash in this statement refers to bank deposits and other forms of highly liquid investments that can readily be converted to cash.

Council's cash arises from, and is used in, three main areas:

Cash flow operating activities

- Receipts – all cash received into Council's bank account from ratepayers and others that owed money to Council. Receipts also include the interest earned from Council's cash investments. It does not include the costs associated with the sale of assets.
- Payments – all cash paid by Council from its bank account to staff, creditors and other persons. It does not include the costs associated with the creation of assets.

FINANCIAL STATEMENT

Cash flow from investing activities

The accounting term investing activities relates to payments for the acquisition and creation of assets, such as new plant, roads and other long-term revenue producing assets, and the proceeds from the sale of assets such as plant and land.

Cash flow from financing activities

This is where the receipt and repayment of borrowed funds are recorded. The bottom line of the Cash Flow Statement is the cash at end of financial year. This shows the capacity of Council to meet its debts and other liabilities.

5. Statement of Capital Works

Each year a significant portion of Council budget gets allocated to Capital Works projects. This Statement aims to give readers an understanding of what capital works assets have been built, upgraded or renewed throughout the financial year.

This Statement is broken down by asset category to provide further information as to what asset category these funds have been spent.

Notes to the Accounts

The notes are a very important and informative section of the report. The Australian Accounting Standards are not prescriptive in a lot of issues. Therefore, to enable the reader to understand the basis on which the values shown in the statements are established, it is necessary to provide details of Council's accounting policies within the notes.

The notes give details behind many of the summary figures contained in the statements. The note numbers are shown beside the relevant items in the Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows and Statement of Capital Works.

Where Council wishes to disclose other information that cannot be incorporated onto the face of the Statements, this is shown in the notes.

The notes also include a comparison to budget (note 1). This note reports on the actual performance of Council to its adopted budget, and provides commentary to all material variances.

The notes should be read at the same time as, and together with, the other parts of the financial statements to get a clear picture of the accounts.

Statements by Principal Accounting Officer and Councillors

The Certification of the Principal Accounting Officer is made by the person responsible for the financial management of Council that, in his opinion, the financial statements have met all the statutory and professional reporting requirements.

The Certification of Councillors is made by two Councillors on behalf of Council that, in their opinion, the financial statements are fair and not misleading. The Chief Executive Officer also endorses and signs the certification.

Auditor General's Report

The Independent Audit Report is the external and independent opinion on the financial statements. It provides the reader with a totally independent opinion on the financial statements. The opinion covers both the statutory and professional requirements and also the fairness aspects of the financial statements.

Swan Hill Rural City Council

ANNUAL FINANCIAL REPORT
for the year ended 30 June 2021



Swan Hill Rural City Council

2020/2021 Financial Report

Annual Financial Report
for the year ended 30 June 2021

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Swan Hill Rural City Council

2020/2021 Financial Report

Annual Financial Report for the year ended 30 June 2021

Certification of the Financial Statements

In my opinion the accompanying financial statements have been prepared in accordance with the *Local Government Act 1989*, the *Local Government (Planning and Reporting) Regulations 2014*, the Australian Accounting Standards and other mandatory professional reporting requirements.



Joel Lieschke CPA
Principal Accounting Officer

Date: 21 September 2021
Swan Hill Rural City Council

In our opinion the accompanying financial statements present fairly the financial transactions of Swan Hill Rural City Council for the year ended 30 June 2021 and the financial position of the Council as at that date.

As at the date of signing, we are not aware of any circumstances which would render any particulars in the financial statements to be misleading or inaccurate.

We have been authorised by the Council and by the *Local Government (Planning and Reporting) Regulations 2014* to certify the financial statements in their final form.



Mr Bill Moar
Councillor (Mayor)

Date: 21 September 2021
Swan Hill Rural City Council



Ms Jade Benham
Councillor

Date: 21 September 2021
Swan Hill Rural City Council



Mr John McLinden
Chief Executive Officer

Date: 21 September 2021
Swan Hill Rural City Council



Independent Auditor's Report

To the Councillors of Swan Hill Rural City Council

Opinion	<p>I have audited the financial report of Swan Hill Rural City Council (the council) which comprises the:</p> <ul style="list-style-type: none"> • balance sheet as at 30 June 2021 • comprehensive income statement for the year then ended • statement of changes in equity for the year then ended • statement of cash flows for the year then ended • statement of capital works for the year then ended • notes to the financial statements, including significant accounting policies • certification of the financial statements. <p>In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2021 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 6 of the <i>Local Government Act 1989</i> and applicable Australian Accounting Standards.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's <i>APES 110 Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Councillors' responsibilities for the financial report	<p>The Councillors of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the <i>Local Government Act 1989</i>, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.</p> <p>In preparing the financial report, the Councillors are responsible for assessing the council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.</p>

Auditor’s responsibilities for the audit of the financial report

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council’s internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Councillors
- conclude on the appropriateness of the Councillors’ use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the council’s ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor’s report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor’s report. However, future events or conditions may cause the council to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

MELBOURNE
29 September 2021



Sanchu Chummar
as delegate for the Auditor-General of Victoria

Swan Hill Rural City Council

2020/2021 Financial Report

Annual Financial Report for the year ended 30 June 2021

Understanding Council's Financial Statements

Introduction

Each year, individual Local Governments across Victoria are required to present a set of audited financial statements to their council and community.

What you will find in the Report

The financial report set out the financial performance, financial position and cash flows of Council for the financial year ended 30 June 2021.

The format of the financial report is standard across all Victorian Councils and complies with both the accounting and reporting requirements of Australian Accounting Standards and requirements as set down by Local Government Victoria.

About the Certification of the Financial Statements

The financial statements must be certified by senior staff and Councillors as "presenting fairly" the Council's financial results for the year as well as Council's financial position, and are required to be adopted by Council - ensuring both responsibility for and ownership of the financial statements.

About the Primary Financial Statements

The financial statements incorporate 5 "primary" financial statements:

1. Comprehensive Income Statement

Summarises Council's financial performance for the year, listing all income & expenses.

Includes other comprehensive income which primarily records changes in the fair values of Council's property, infrastructure, plant and equipment.

2. Balance Sheet

A 30 June snapshot of Council's financial position indicating its assets, liabilities and "net wealth".

3. Statement of Changes in Equity

The overall change for the year (in dollars) of Council's "net wealth".

4. Statement of Cash Flows

Indicates where Council's cash came from and where it was spent.

5. Statement of Capital Works

This statement details all amounts expended by Council on capital works.

About the Notes to the Financial Report

The Notes to the financial statements provide greater detail and additional information on the 5 primary financial statements.

About the Auditor's Reports

Council's financial statements are required to be audited by the Victorian Auditor General's office.

The auditor provides an audit report which gives an opinion on whether the financial statements present fairly the Council's financial performance and position.

Who uses the Financial Report?

The financial report is a publicly available document and is used by (but not limited to) Councillors, residents and ratepayers, employees, suppliers, contractors, customers, Local Government Victoria, state and federal governments, and financiers including banks and other financial institutions.

The financial statements must be presented at a Council meeting no later than 1 month after submitting the annual report to the Minister.

Swan Hill Rural City Council

2020/2021 Financial Report

Comprehensive Income Statement for the year ended 30 June 2021

	Notes	2021 \$ '000	2020 \$ '000
Income			
Rates and charges	3.1	29,200	28,245
Statutory fees and fines	3.2	1,106	984
User fees	3.3	4,002	3,643
Grants - operating	3.4	17,927	12,502
Grants - capital	3.4	13,588	7,048
Contributions - monetary	3.5	342	377
Contributions - non monetary	3.5	10	45
Net gain on disposal of property, infrastructure, plant and equipment	3.6	554	191
Other income	3.7	4,199	3,348
Total income		70,928	56,383
Expenses			
Employee costs	4.1	20,083	19,053
Materials and services	4.2	19,710	18,486
Depreciation	4.3	9,756	9,420
Amortisation - Right of use assets	4.4	406	367
Bad and doubtful debts	4.5	6	50
Borrowing costs	4.6	322	342
Finance Costs - Leases	4.7	27	32
Other expenses	4.8	1,539	1,035
Total expenses		51,849	48,785
Surplus/(deficit) for the year		19,079	7,598
Other comprehensive income:			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation increment/(decrement)	6.1	1,925	31,326
Total items which will not be reclassified subsequently to the operating result		1,925	31,326
Total other comprehensive income for the year		1,925	31,326
Total comprehensive result		21,004	38,924

The above comprehensive income statement should be read in conjunction with the accompanying notes.

Swan Hill Rural City Council

2020/2021 Financial Report

Balance Sheet

as at 30 June 2021

	Notes	2021 \$ '000	2020 \$ '000
Assets			
Current assets			
Cash and cash equivalents	5.1	18,698	11,381
Trade and other receivables	5.1	3,352	3,609
Other financial assets	5.1	32,954	26,329
Inventories	5.2	93	171
Other assets	5.2	165	254
Total current assets		55,262	41,744
Non-current assets			
Trade and other receivables	5.1	13	27
Property, infrastructure, plant and equipment	6.1	496,804	490,752
Intangible assets	5.2	3,072	3,072
Right-of-use assets	5.8	444	851
Other assets	5.2	50	50
Total non-current assets		500,383	494,752
Total assets		555,645	536,496
Liabilities			
Current liabilities			
Trade and other payables	5.3	3,265	2,501
Trust funds and deposits	5.3	284	292
Unearned income	5.3	10	2,222
Provisions	5.5	5,233	5,193
Interest-bearing liabilities	5.4	5,168	557
Lease liabilities	5.8(b)	269	427
Total current liabilities		14,229	11,192
Non-current liabilities			
Provisions	5.5	1,674	1,621
Interest-bearing liabilities	5.4	2,618	7,294
Lease liabilities	5.8(b)	216	485
Total non-current liabilities		4,508	9,400
Total liabilities		18,737	20,592
Net assets		536,908	515,904
Equity			
Accumulated surplus		324,990	305,911
Reserves	9.1	211,918	209,993
Total Equity		536,908	515,904

The above balance sheet should be read in conjunction with the accompanying notes.

Swan Hill Rural City Council

2020/2021 Financial Report

Statement of Changes in Equity
for the year ended 30 June 2021

	Notes	Total \$ '000	Accumulated Surplus \$ '000	Revaluation Reserves \$ '000
2021				
Balance at beginning of the financial year		515,904	305,911	209,993
Surplus/(deficit) for the year		19,079	19,079	–
Other comprehensive income				
Net asset revaluation increment/(decrement)	6.1	1,925	–	1,925
Other comprehensive income		1,925	–	1,925
Total comprehensive income		21,004	19,079	1,925
Balance at end of the financial year		536,908	324,990	211,918
2020				
Balance at beginning of the financial year		476,980	298,313	178,667
Surplus/(deficit) for the year		7,598	7,598	–
Other comprehensive income				
Net asset revaluation increment/(decrement)	6.1	31,326	–	31,326
Other comprehensive income		31,326	–	31,326
Total comprehensive income		38,924	7,598	31,326
Balance at end of the financial year		515,904	305,911	209,993

The above statement of changes in equity should be read in conjunction with the accompanying notes.

Swan Hill Rural City Council

2020/2021 Financial Report

Statement of Cash Flows
for the year ended 30 June 2021

		2021	2020
	Notes	Inflows/ (Outflows) \$ '000	Inflows/ (Outflows) \$ '000
Cash flows from operating activities			
Rates and charges		29,152	27,777
Statutory fees and fines		1,106	984
User fees		4,000	3,112
Grants - operating		17,417	14,724
Grants - capital		11,888	7,048
Contributions - monetary		342	377
Interest received		433	732
Trust funds and deposits taken		(8)	-
Other receipts		5,163	2,615
Net GST refund/(payment)		2,320	2,061
Employee costs		(20,155)	(19,160)
Materials and services		(19,345)	(20,371)
Other payments		(3,522)	(427)
Net cash provided by/(used in) operating activities	9.2	<u>28,791</u>	<u>19,472</u>
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment	6.1	(14,586)	(10,903)
Proceeds from sale of property, infrastructure, plant and equipment		577	329
Payments for investments		(6,625)	(4,739)
Net cash provided by/(used in) investing activities		<u>(20,634)</u>	<u>(15,313)</u>
Cash flows from financing activities			
Finance costs		(322)	(348)
Proceeds from borrowings		500	500
Repayment of borrowings		(565)	(490)
Interest paid - lease liability		(27)	(26)
Repayment of lease liabilities		(426)	(404)
Net cash flow provided by/(used in) financing activities		<u>(840)</u>	<u>(768)</u>
Net Increase (decrease) in cash and cash equivalents		<u>7,317</u>	<u>3,391</u>
Cash and cash equivalents at the beginning of the financial year		<u>11,381</u>	<u>7,990</u>
Cash and cash equivalents at the end of the financial year		<u>18,698</u>	<u>11,381</u>
Financing arrangements	5.6	7,986	8,051
Restrictions on cash assets	5.1	284	292

The above statement of cash flows should be read in conjunction with the accompanying notes.

Swan Hill Rural City Council

2020/2021 Financial Report

Statement of Capital Works
for the year ended 30 June 2021

	2021 \$ '000	2020 \$ '000
Property		
Land	461	8
Total land	<u>461</u>	<u>8</u>
Buildings	1,775	1,116
Total buildings	<u>1,775</u>	<u>1,116</u>
Total property	<u>2,236</u>	<u>1,124</u>
Plant and equipment		
Plant, machinery and equipment	958	1,111
Fixtures, fittings and furniture	168	72
Computers and telecommunications	124	135
Library books	103	141
Artworks	7	5
Total plant and equipment	<u>1,360</u>	<u>1,464</u>
Infrastructure		
Sealed Roads	4,978	5,148
Unsealed Roads	1,554	1,055
Footpaths and cycleways	160	369
Drainage	876	156
Recreational, leisure and community facilities	1,648	183
Parks, open space and streetscapes	505	1,161
Other infrastructure	1,199	243
Total infrastructure	<u>10,920</u>	<u>8,315</u>
Total capital works expenditure	<u>14,516</u>	<u>10,903</u>
Represented by:		
New asset expenditure	4,610	2,116
Asset renewal expenditure	8,949	7,448
Asset upgrade expenditure	957	1,339
Total capital works expenditure	<u>14,516</u>	<u>10,903</u>

The above statement of capital works should be read in conjunction with the accompanying notes.

Swan Hill Rural City Council

2020/2021 Financial Report

Annual Financial Report for the year ended 30 June 2021

Overview

Introduction

The Swan Hill Rural City Council was established by an Order of the Governor in Council on 20 January 1995 and is a body corporate.

The Council's main office is located at 45 Splatt St Swan Hill.

Statement of compliance

These financial statements are a general purpose financial report that consists of a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows, Statement of Capital Works and Notes accompanying these financial statements. The general purpose financial report complies with Australian Accounting Standards (AAS), other authoritative pronouncements of the Australian Accounting Standards Board, the *Local Government Act 1989*, and the *Local Government (Planning and Reporting) Regulations 2014*.

Significant accounting policies

(a) Basis of accounting

The accrual basis of accounting has been used in the preparation of these financial statements, whereby assets, liabilities, equity, income and expenses are recognised in the reporting period to which they relate, regardless of when cash is received or paid.

Judgements, estimates and assumptions are required to be made about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated judgements are based on professional judgement derived from historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

Revisions to accounting estimates are recognised in the period in which the estimate is revised and also in future periods that are affected by the revision. Judgements and assumptions made by management in the application of AAS's that have significant effects on the financial statements and estimates relate to:

- the fair value of land, buildings, infrastructure, plant and equipment (refer to Note 6.1.)
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 6.1.).
- the determination of employee provisions (refer to Note 5.5.).
- the determination of landfill provisions (refer to Note 5.5.)
- the determination of whether performance obligations are sufficiently specific so as to determine whether an arrangement is within the scope of *AASB 15 Revenue from Contracts with Customers* or *AASB 1058 Income of Not-for-Profit Entities* (refer to Note 3)
- the determination, in accordance with *AASB 16 Leases*, of the lease term, the estimation of the discount rate when not implicit in the lease and whether an arrangement is in substance short-term or low value (refer to Note 5.8)
- whether or not *AASB 1059 Service Concession Arrangements: Grantors* is applicable (refer to Note 8.2)
- other areas requiring judgements

Unless otherwise stated, all accounting policies are consistent with those applied in the prior year. Where appropriate, comparative figures have been amended to accord with current presentation, and disclosure has been made of any material changes to comparatives.

(b) Impact of Covid-19

The Coronavirus (Covid-19) was declared a world-wide pandemic by the World Health Organisation in March 2020. Covid-19 and the highly infectious delta variant has continued to plague the Australian and local economy.

At the date of preparation of these financial statements, the impact of the coronavirus pandemic is ongoing, with lockdown restrictions often reoccurring. The speed and recovery of economic activity is largely dependent on measures introduced by both State and Federal Governments, such as restrictions on movement, the roll out of vaccines, and stimulus support packages.

The Covid-19 pandemic continues to present new challenges and the Government's economic support continues to evolve. Australia's economy despite earlier grim predictions has to the contrary rapidly rebounded, to grow larger than it was before the pandemic.

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Swan Hill Rural City Council

2020/2021 Financial Report

Annual Financial Report for the year ended 30 June 2021

Overview (continued)

Covid-19, as well as measures including government directives to slow the spread of the virus in Australia, have impacted Council operations in the following areas:

- the leisure centre facilities, library, art gallery, town hall and public halls, community centres, municipal offices and the Pioneer Settlement (museum) were closed to the public during stage 4 & 5 restrictions. These closures resulted in a redeployment of Council staff from closed facilities to other Council roles and lead to a number of unavoidable and unfortunate stand-downs. User charge based items such as parking meters and associated fines have also reduced due to the stay at home measures. Closure of some of Council's facilities and reduction in user fees and charges has resulted in a continued decrease in Council's revenue and decrease in employment and other costs.
- Many major operational projects and budgeted capital expenditure projects have been delayed due to difficulties in recruiting staff and engaging contractors.
- Unprecedented building activity resulted in additional revenue from building and planning fees.
- The Pioneer Settlement was closed for 115 days during 2020/21 due to the pandemic. These closures significantly impacted the revenue of the tourist attraction. For the periods the Pioneer Settlement was able to operate there was very good attendance at the attraction, so once restrictions begin to lift we hope to see good patronage and an increase in revenue.
- Council received government stimulus funding under a number of initiatives during the year. The State government funded Working For Victoria Jobs program, provided employment opportunities for 54 people for up to six months (\$1.8m), and Council received approval to engage 20% from our stood-down workforce (10.8 EFT).

The above impacts on the financial statements for the year ended 30 June 2021, have led to a reduction in income and expenditure in many areas, but has not resulted in a negative impact to Council's 30 June 2021 financial result.

Given the dynamic and evolving nature of Covid-19, recent experience of the economic and financial impacts of the pandemic have not adversely affected our financial position. Changes to the estimates and judgements that have been applied in the measurement of assets and liabilities may arise in the future. Other than adjusting events that provide evidence of conditions that exists at the end of the reporting period, the impact of events that arise after the reporting period will be accounted for in future periods.

Swan Hill Rural City Council

2020/2021 Financial Report

Notes to the Financial Statements
for the year ended 30 June 2021

Note 1. Performance against budget

The performance against budget notes compare Council's financial plan, expressed through its annual budget, with actual performance. The *Local Government (Planning and Reporting) Regulations 2014* requires explanation of any material variances. Council has adopted a materiality threshold of the lower of 10 percent or \$1,000,000 where further explanation is warranted. Explanations have not been provided for variations below the materiality threshold unless the variance is considered to be material because of its nature.

These notes are prepared to meet the requirements of the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*.

	Budget 2021 \$ '000	Actual 2021 \$ '000	Variance 2021 \$ '000	Variance 2021 %	Ref
1.1 Income and expenditure					
Income					
Rates and charges	29,230	29,200	(30)	0%	
Statutory fees and fines	981	1,106	125	13%	1
User fees	4,636	4,002	(634)	(14)%	2
Grants - operating	13,052	17,927	4,875	37%	3
Grants - capital	7,808	13,588	5,780	74%	4
Contributions - monetary	212	342	130	61%	5
Contributions - non monetary	-	10	10	∞	6
Net gain on disposal of property, infrastructure, plant and equipment	189	554	365	193%	7
Other income	2,983	4,199	1,216	41%	8
Total income	59,091	70,928	11,837	20%	
Expenses					
Employee costs	20,764	20,083	681	3%	
Materials and services	18,342	19,710	(1,368)	(7)%	9
Depreciation	10,607	9,756	851	8%	
Amortisation - right of use assets	-	406	(406)	∞	10
Bad and doubtful debts	2	6	(4)	(200)%	11
Borrowing costs	339	322	17	5%	
Finance costs - leases	-	27	(27)	∞	
Other expenses	1,134	1,539	(405)	(36)%	12
Total expenses	51,188	51,849	(661)	(1)%	
Surplus/(deficit) for the year	7,903	19,079	11,176	141%	

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2020/2021 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2021

Note 1. Performance against budget (continued)

(i) Explanation of material variations

Variance Ref	Explanation
1.	Fees from building permits exceeded forecast by \$124,000. This building activity is linked to first homeowner grants and other economic stimulus offered by the federal government and directly connected to the pandemic.
2.	The majority of this variance comes from the closure of operations due to the Covid-19 pandemic. Reductions in parking fee income (\$121,000), Pioneer Settlement admissions and other sales (\$334,000), and hire and leasing fees (\$206,000).
3.	Additional funds were received for the Our Region Our Rivers project. These funds were received by Council and passed on to the partner Councils as their projects were completed (\$1,524,000). Council received additional grants within the Economic Development Unit for the Seasonal Worker Accommodation Action Team (\$250,000), Loddon Mallee Housing Project (\$230,000) and Outdoor Dining and Entertainment Package (\$250,000). Council also received \$1,610,000 from the Working For Victoria Jobs program that had not been forecast.
4.	Council received significant grants that had not been forecast. Local Roads and Community Infrastructure Project funding (\$2,040,000), Robinvale Leisure Centre Expansion (\$2,360,000), Ronald Street Housing Development (\$450,000) and Pioneer Settlement Activating Lighting and Digital Content (\$315,000).
5.	Contributions of \$90,000 were received for the L2P Learner Driver program which had not been forecast.
6.	Council received Artworks donated to the Gallery Collection. Donation of assets isn't budgeted for.
7.	The written down value of plant and equipment was significantly lower than forecast. The majority of plant and equipment renewed during 2020/21 had been fully depreciated.
8.	Tower Hill land sales were \$1,415,000 above forecast. Stage 12 was released and sold in full during the year.
9.	The majority of this variance (\$1,192,000) relates to works budgeted as capital expenditure, but deemed not to meet capitalisation thresholds and requirements and was therefore expensed.
10.	The amortisation of right-of-use assets had been included in the depreciation line item when the budget was prepared.
11.	Bad debts were \$4,000 greater than forecast.
12.	This variance relates to the write-off of assets. Land the Swan Hill S.E.S. occupy was handed over to the organisation, and netball courts at Nyah and Robinvale were demolished and reconstructed due to Council receiving grant funding to upgrade the facilities.

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Notes to the Financial Statements

for the year ended 30 June 2021

Note 1. Performance against budget (continued)

	Budget 2021 \$ '000	Actual 2021 \$ '000	Variance 2021 \$ '000	Variance 2021 %	Ref
1.2 Capital works					
Property					
Land	1,650	461	(1,189)	(72)%	1
Total land	1,650	461	(1,189)	(72)%	
Buildings	7,440	1,775	(5,665)	(76)%	2
Total buildings	7,440	1,775	(5,665)	(76)%	
Total property	9,090	2,236	(6,854)	(75)%	
Plant and equipment & Culture and heritage					
Plant, machinery and equipment	1,243	958	(285)	(23)%	3
Fixtures, fittings and furniture	275	168	(107)	(39)%	4
Computers and telecommunications	220	124	(96)	(44)%	5
Library books	150	103	(47)	(31)%	6
Artworks	–	7	7	∞	7
Total plant and equipment & Culture and heritage	1,888	1,360	(528)	(28)%	
Infrastructure					
Sealed Roads	4,676	4,978	302	6%	
Unsealed Roads	1,236	1,554	318	26%	8
Footpaths and cycleways	82	160	78	95%	9
Drainage	1,364	876	(488)	(36)%	10
Recreational, leisure and community facilities	1,275	1,648	373	29%	11
Waste management	252	–	(252)	(100)%	12
Parks, open space and streetscapes	760	505	(255)	(34)%	13
Other infrastructure	2,980	1,199	(1,781)	(60)%	14
Total infrastructure	12,625	10,920	(1,705)	(14)%	
Total capital works expenditure	23,603	14,516	(9,087)	(38)%	
Represented by:					
New asset expenditure	12,252	4,610	(7,642)	(62)%	
Asset renewal expenditure	11,295	8,949	(2,346)	(21)%	
Asset upgrade expenditure	56	957	901	1,609%	
Total capital works expenditure	23,603	14,516	(9,087)	(38)%	

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Notes to the Financial Statements

for the year ended 30 June 2021

Note 1. Performance against budget (continued)

(i) Explanation of material variations

Variance Ref	Explanation
1.	The budget provided \$1,350,000 for development works at the Swan Hill Tower Hill Residential Estate. \$274,000 of these works were undertaken to complete stage 12 with the balance carried forward to 2021/22 due to contractor availability in commencing stage 13-15.
2.	The budget allowed \$4,250,000 for the Our Place building, with only design and consultation works being undertaken to date. The budget also included \$1,400,000 for Regional Housing, of which \$346,000 has been spent to date.
3.	Purchase of a Water Tanker and Drainage crew light truck, remained outstanding at 30 June. These are expected to be received in 2021/22.
4.	Forecast air conditioner renewal at the Swan Hill Town Hall is yet to be completed.
5.	Implementation recommendations from the IT Strategy were \$90,000 below forecast. These funds will be carried forward and completed in 2021/22.
6.	Purchases made to provide non-book material for the new Library in Robinvale were made from the library collection capital purchases budget. These were expensed to 'materials and services', as they could not be capitalised in accordance with our asset recognition thresholds and useful life criteria. (See also variance note 9 in 1.1 Income and expenditure).
7.	Council was able to purchase a number of works funded by donations to the Art Gallery acquisitions fund.
8.	Additional unsealed road resheeting was undertaken on Cockfield Rd and Woorinen-Goshen Rd.
9.	Footpath works at the Lake Boga Yacht club (\$99,000) was completed. These works were carried forward from 2019/20.
10.	Construction works on the Robinvale Town Levee are ongoing, with works expected to be completed in 2021/22.
11.	Reconstruction of the Nyah Netball Courts was completed at a cost of \$606,000. This project was carried forward from 2019/20.
12.	Capital works at the Swan Hill Landfill have been delayed pending discussions with the new landfill contractor.
13.	This variance relates to the Swan Hill Riverfront Masterplan 'Connecting the CBD to the Riverfront' project. This project is dependent on grant funding and various approvals and permits. Project expenditure on this project will continue in 2021/22.
14.	This budget allowed \$2,330,000 for lighting and runway improvements at the Swan Hill Aerodrome. Additional grant funds became available to expand these works. The works on this project and refurbishment of the terminal building will be completed in 2021/22.

Swan Hill Rural City Council

2020/2021 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2021

Note 2. Analysis of Council results by program

2.1 Analysis of Council results by program

Council delivers its functions and activities through the following programs.

Economic growth

Economic growth will encourage new business development, provide support for business expansion and will continuously seek to help our existing businesses to prosper. This function provides, building and planning statutory services, management of caravan parks, economic development programs, regulatory services and parking control, management of the Pioneer Settlement and regional visitor information centre.

Community enrichment

Community enrichment function will provide a range of services to individuals and to the broader community that assist all in our community to live healthy, fulfilling lives. We will embrace our role as a regional centre by providing a range of cultural opportunities. The community enrichment function includes aged care services, maternal and child health, after school and vacation programs, libraries, art gallery and performing arts.

Infrastructure

Infrastructure will provide and maintain publicly accessible infrastructure that is appropriate for the community's needs in the most effective and efficient manner possible. The infrastructure function is responsible for constructing new infrastructure and maintaining existing infrastructure across the municipality.

Governance and leadership

Governance and leadership provides efficient, effective and proactive support services across Council to enable the delivery of policy commitments, Council vision and mission. The function will plan for our municipality's long term growth and development by committing to a robust program of strategic planning while representing our community's interests and conducting our affairs openly and with integrity, reflecting the high levels of governance our community expects.

2.2 Summary of revenues, expenses, assets and capital expenses by program

Functions/activities	Income \$ '000	Expenses \$ '000	Surplus / (Deficit) \$ '000	Grants included in income \$ '000	Total assets \$ '000
2021					
Economic Growth	15,907	16,848	(941)	12,646	9,314
Community enrichment	4,409	6,933	(2,524)	3,715	2,746
Infrastructure	13,697	20,403	(6,706)	9,639	486,774
Governance and leadership	36,915	7,665	29,250	5,515	56,811
Total functions and activities	70,928	51,849	19,079	31,515	555,645
2020					
Economic Growth	8,446	11,469	(3,023)	3,192	7,876
Community enrichment	6,455	10,030	(3,575)	3,872	2,841
Infrastructure	12,976	20,880	(7,904)	7,730	482,392
Governance and leadership	28,506	6,406	22,100	4,757	43,386
Total functions and activities	56,383	48,785	7,598	19,550	536,496

Swan Hill Rural City Council

2020/2021 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2021

Note 3. Funding for the delivery of our services

	2021	2020
	\$ '000	\$ '000

3.1 Rates and charges

Council uses Capital Improved Value as the basis of valuation of all properties within the municipal district. The Capital Improved Value of a property is the value of its land, buildings and improvements.

The valuation base used to calculate general rates for 2020/21 was \$4,437 million (2019/20 \$4,238 million).

Residential	10,724	10,385
Commercial	1,555	1,728
Industrial	913	902
Farm/rural	11,853	11,442
Supplementary rates and rate adjustments	71	98
Garbage charge	3,545	3,151
Special Marketing Rates	366	359
Rate agreements - Electricity Industry Act	291	288
Abandonments	(15)	(15)
Other	(103)	(93)
Total rates and charges	29,200	28,245

The date of the latest general revaluation of land for rating purposes within the municipal district was 1 January 2021, and the valuation will be first applied in the rating year commencing 1 July 2021.

Annual rates and charges are recognised as revenues when Council issues annual rates notices. Supplementary rates are recognised when a valuation and reassessment is completed and a supplementary rates notice issued.

Swan Hill Rural City Council

2020/2021 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2021

Note 3. Funding for the delivery of our services (continued)

	2021 \$ '000	2020 \$ '000
3.2 Statutory fees and fines		
Infringements and costs	39	47
Building and planning fees	750	572
Animal registration and release fees	163	154
Health registration fees	91	125
Other fees and fines	63	86
Total statutory fees and fines	1,106	984

Statutory fees and fines (including parking fees and fines) are recognised as revenue when the service has been provided, the payment is received, or when the penalty has been applied, whichever first occurs.

3.3 User fees

Aged and health services	695	666
Administration fees	151	133
Child care/children's programs	105	103
Parking	144	202
Sales - Admissions	896	769
Sales - merchandising, catering, other sales	379	372
Hire & Leasing fees	531	517
Livestock Exchange	552	636
Other fees and charges	549	245
Total user fees	4,002	3,643

User fees by timing of revenue recognition

User fees recognised over time	531	517
User fees recognised at a point in time	3,471	3,126
Total user fees	4,002	3,643

User fees are recognised as revenue at a point in time, or over time, when (or as) the performance obligation is satisfied. Recognition is based on the underlying contractual terms.

Swan Hill Rural City Council

2020/2021 Financial Report

Notes to the Financial Statements
for the year ended 30 June 2021

Note 3. Funding for the delivery of our services (continued)

	2021 \$ '000	2020 \$ '000
3.4 Funding from other levels of government		
Grants were received in respect of the following:		
Summary of grants		
Commonwealth funded grants	18,319	13,564
State funded grants	13,196	5,986
Total grants received	31,515	19,550
(a) Operating Grants		
Recurrent - Commonwealth Government		
Financial Assistance Grants - general purpose	5,001	4,757
Financial Assistance Grants - local roads	2,350	2,239
Out of school hours care	242	202
Home and community care	1,507	1,493
Recurrent - State Government		
Public health	22	18
Art Gallery and performing arts	150	150
School crossing supervisors	48	43
Libraries	207	202
Maternal and child health	236	381
Other	131	125
Total recurrent operating grants	9,894	9,610
Non-recurrent - Commonwealth Government		
Our Region Our Rivers	3,492	1,999
Home & community care	239	31
Non-recurrent - State Government		
Community projects	285	75
Environmental protection	245	75
Waste management	-	16
Indigenous affairs	-	23
Cultural heritage	128	-
Libraries	16	12
Economic development	807	22
Home & community care	134	105
Family and children	848	286
Working for Victoria Jobs program	1,611	240
Employment subsidies	75	-
Information technology	100	-
Other	53	8
Total non-recurrent operating grants	8,033	2,892
Total operating grants	17,927	12,502

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2020/2021 Financial Report

Notes to the Financial Statements
for the year ended 30 June 2021

Note 3. Funding for the delivery of our services (continued)

	2021 \$ '000	2020 \$ '000
(b) Capital Grants		
Recurrent - Commonwealth Government		
Roads to recovery	2,151	2,151
Total recurrent capital grants	2,151	2,151
Non-recurrent - Commonwealth Government		
Our Region Our Rivers	808	692
Local roads and community infrastructure program	2,040	-
Aerodrome	489	-
Non-recurrent - State Government		
Buildings	3,254	230
Plant, machinery and equipment	267	-
Roads	1,248	2,446
Drainage	123	10
Footpaths	150	-
Parks playgrounds and street beautification	2,076	923
Art and heritage	7	7
Waste management	-	126
Livestock exchange	25	463
Recreation, leisure and community facilities	555	-
Other	395	-
Total non-recurrent capital grants	11,437	4,897
Total capital grants	13,588	7,048

(c) Unspent grants received on condition that they be spent in a specific manner:

Operating		
Balance at start of year	3,845	4,308
Received during the financial year and remained unspent at balance date	4,084	3,732
Received in prior years and spent during the financial year	(3,207)	(4,195)
Balance at year end	4,722	3,845
Capital		
Balance at start of year	2,739	1,645
Received during the financial year and remained unspent at balance date	6,282	2,520
Received in prior years and spent during the financial year	(1,176)	(1,426)
Balance at year end	7,845	2,739

Grant income is recognised at the point in time when the Council satisfies its performance obligations as specified in the underlying agreement.

(*) 50% of the 2021/22 allocation was received prior to June 30 (2020, 50% received prior to June 30)

Swan Hill Rural City Council

2020/2021 Financial Report

Notes to the Financial Statements
for the year ended 30 June 2021

Note 3. Funding for the delivery of our services (continued)

	2021 \$ '000	2020 \$ '000
3.5 Contributions		
Monetary contributions		
Monetary	342	377
Total monetary contributions	342	377
Non-monetary contributions		
Non-monetary	10	45
Total non-monetary contributions	10	45
Total contributions	352	422
<i>Contributions of non monetary assets were received in relation to the following asset classes.</i>		
Library Books	1	7
Artworks	9	38
Total non-monetary contributions	10	45

Monetary and non monetary contributions are recognised as revenue when Council obtains control over the contributed asset.

3.6 Net gain/(loss) on disposal of property, infrastructure, plant and equipment

Property, infrastructure, plant and equipment		
Proceeds of sale	577	330
Written down value of assets disposed	(23)	(139)
Total net gain/(loss) on disposal of property, infrastructure, plant and equipment	554	191
Total net gain/(loss) on disposal of property, infrastructure, plant and equipment	554	191

The profit or loss on sale of an asset is determined when control of the asset has passed to the buyer.

3.7 Other income

Interest	433	732
Reimbursements	552	550
Tower Hill land sales	2,955	1,505
Less - Tower Hill costs of goods sold	(56)	(29)
Revenue from volunteer services	242	375
Other	73	215
Total other income	4,199	3,348

Interest is recognised as it is earned.

Other income is measured at the fair value of the consideration received or receivable and is recognised when Council gains control over the right to receive the income.

Swan Hill Rural City Council

2020/2021 Financial Report

Notes to the Financial Statements
for the year ended 30 June 2021

Note 4. The cost of delivering services

	2021	2020
	\$ '000	\$ '000

4.1 Employee costs

(a) Employee costs

Wages and salaries	15,150	15,233
WorkCover	485	428
Superannuation	1,752	1,719
Fringe benefits tax	29	57
Agency staff	1,898	864
Long service leave	511	477
Staff training	153	151
Other	105	124
Total employee costs	20,083	19,053

(b) Superannuation

Council made contributions to the following funds:

Defined benefit fund

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	138	174
	138	174

Accumulation funds

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	1,589	1,501
	1,589	1,501

Total superannuation costs

	1,727	1,675
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Refer to Note 9.3. for further information relating to Council's superannuation obligations.

4.2 Materials and services

Contract payments	6,561	7,133
Building maintenance	745	799
General maintenance	2,306	2,201
Utilities	1,243	1,357
Office administration	542	597
Information technology	721	503
Insurance	934	746
Consultants	612	561
Community grants sponsorship and contributions	4,631	3,128
Volunteer services - cost of service	242	375
Other	1,173	1,086
Total materials and services	19,710	18,486

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2020/2021 Financial Report

Notes to the Financial Statements
for the year ended 30 June 2021

Note 4. The cost of delivering services (continued)

	2021 \$ '000	2020 \$ '000
4.3 Depreciation		
Property		
Buildings - specialised	1,220	707
Buildings - non specialised	78	78
Total depreciation - property	1,298	785
Plant and equipment		
Plant machinery and equipment	838	873
Fixtures fittings and furniture	322	350
Computers and telecomms	121	101
Artworks	18	17
Library Collection	131	122
Pioneer Settlement vehicles & vessels	49	48
Pioneer Settlement site exhibits	21	21
Pioneer Settlement buildings	11	27
Total depreciation - plant and equipment	1,511	1,559
Infrastructure		
Footpaths and cycleways	388	370
Drainage	594	826
Recreational, leisure and community	289	319
Waste management	231	231
Parks open spaces and streetscapes	328	401
Sealed roads	3,546	3,338
Unsealed roads	1,358	1,328
Other infrastructure	213	263
Total depreciation - infrastructure	6,947	7,076
Total depreciation	9,756	9,420

Refer to note 5.2(c), 5.8 and 6.2 for a more detailed breakdown of depreciation and amortisation charges and accounting policy.

4.4 Amortisation - Right of use assets

Property	406	367
Total Amortisation - Right of use assets	406	367

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2020/2021 Financial Report

Notes to the Financial Statements
for the year ended 30 June 2021

Note 4. The cost of delivering services (continued)

	2021 \$ '000	2020 \$ '000
4.5 Bad and doubtful debts		
Parking fine debtors	(9)	33
Rates debtors	15	17
Total bad and doubtful debts	6	50
Movement in provisions for doubtful debts		
Balance at the beginning of the year	276	241
New provisions recognised during the year	2	74
Amounts already provided for and written off as uncollectible	(7)	(14)
Amounts provided for but recovered during the year	7	(25)
Balance at end of year	278	276

Provision for doubtful debt is recognised based on an expected credit loss model.

This model considers both historic and forward looking information in determining the level of impairment.

Historical rate has been used in the calculations for the rates and other debtor categories.

A forward looking adjustment rate has been used for parking and infringement debtors. This rate factors the likely collection of continually ageing debtors.

4.6 Borrowing costs

Interest - Borrowings	322	342
Total borrowing costs	322	342

Borrowing costs are recognised as an expense in the period in which they are incurred, except where they are capitalised as part of a qualifying asset constructed by Council.

4.7 Finance Costs - Leases

Interest - Lease Liabilities	27	32
Total finance costs	27	32

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Swan Hill Rural City Council

2020/2021 Financial Report

Notes to the Financial Statements
for the year ended 30 June 2021

Note 4. The cost of delivering services (continued)

	2021 \$ '000	2020 \$ '000
4.8 Other expenses		
Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	55	56
Auditors' remuneration - Internal	30	25
Councillors' allowances	239	249
Assets written-off / impaired	690	304
Operating lease rentals	23	23
Vehicle registrations	90	85
Bank Charges	55	53
Legal Costs	214	121
Fire Services Levy	61	64
Other	82	55
Total other expenses	1,539	1,035

Swan Hill Rural City Council

2020/2021 Financial Report

Notes to the Financial Statements
for the year ended 30 June 2021

Note 5. Our financial position

	Notes	2021 \$ '000	2020 \$ '000
5.1 Financial assets			
(a) Cash and cash equivalents			
Current			
Cash on hand		12	12
Cash at bank		12,583	5,305
Term deposits		6,103	6,064
Total current cash and cash equivalents		18,698	11,381
(b) Other financial assets			
Current			
Term deposits		32,954	26,329
Total current other financial assets		32,954	26,329
Total current financial assets		51,652	37,710
External restrictions			
Councils cash and cash equivalents are subject to external restrictions that limit amounts available for discretionary use. These include:			
Trust funds and deposits	5.3	284	292
Total restricted funds		284	292
Total unrestricted cash and cash equivalents		18,414	11,089
Intended allocations			
Although not externally restricted the following amounts have been allocated for specific future purposes by Council:			
Unspent conditional grants received		13,493	7,510
Cash held to fund carried forward capital works		11,559	4,773
Total funds subject to intended allocations		25,052	12,283

Cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturities of three months or less, net of outstanding bank overdrafts.

Other financial assets are valued at fair value, at balance date. Term deposits are measured at original cost. Any unrealised gains and losses on holdings at balance date are recognised as either a revenue or expense.

Swan Hill Rural City Council

2020/2021 Financial Report

Notes to the Financial Statements
for the year ended 30 June 2021

Note 5. Our financial position (continued)

	2021 \$ '000	2020 \$ '000
(c) Trade & Other Receivables		
Current		
<i>Statutory receivables</i>		
Rates debtors	1,750	1,702
Infringement debtors	292	252
Private scheme debtors	4	3
Net GST receivables	423	300
<i>Non-statutory receivables</i>		
Loans and advances to community organisations	37	22
Other debtors	1,124	1,606
<i>Provisions for doubtful debts</i>		
Provision for doubtful debts - rates debtors	(60)	(43)
Provision for doubtful debts - infringements	(214)	(228)
Provision for doubtful debts - other debtors	(4)	(5)
Total current trade and other receivables	3,352	3,609
Non-Current		
<i>Non-statutory receivables</i>		
Loans and advances to community organisations	13	26
Private scheme debtors	-	1
Total non-current trade and other receivables	13	27
Total trade and other receivables	3,365	3,636

Short term receivables are carried at invoice amount. A provision for doubtful debts is recognised when there is objective evidence that an impairment has occurred. Long term receivables are carried at amortised cost using the effective interest rate method.

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Swan Hill Rural City Council

2020/2021 Financial Report

Notes to the Financial Statements
for the year ended 30 June 2021

Note 5. Our financial position (continued)

	2021	2020
	\$ '000	\$ '000

(d) Ageing of receivables

The ageing of the Council's trade & other receivables (excluding statutory receivables) that are not impaired was:

Current (not yet due)	941	1,332
Past due between 31 and 180 days	69	194
Past due between 181 and 365 days	22	6
Past due by more than 1 year	158	96
Total trade and other receivables	1,190	1,628

(e) Ageing of individually impaired receivables

At balance date, other debtors representing financial assets with a nominal value of \$3,846 (2020: \$5,289) were impaired. The amount of the provision raised against these debtors was \$3,846 (2020: \$5,289). They individually have been impaired as a result of their doubtful collection. Many of the long outstanding past due amounts have been lodged with Council's debt collectors or are on payment arrangements.

The ageing of receivables that have been individually determined as impaired at reporting date was:

Past due by more than 1 year	4	5
Total trade and other receivables	4	5

Swan Hill Rural City Council

2020/2021 Financial Report

Notes to the Financial Statements
for the year ended 30 June 2021

Note 5. Our financial position (continued)

	2021 \$ '000	2020 \$ '000
5.2 Non-financial assets		
(a) Inventories		
Current		
Inventories held for distribution	15	30
Inventories held for sale	34	41
Tower Hill Estate	44	100
Total current inventories	93	171

Inventories held for distribution are measured at cost, adjusted when applicable for any loss of service potential. All other inventories, including land held for sale, are measured at the lower of cost and net realisable value. Where inventories are acquired for no cost or nominal consideration, they are measured at current replacement cost at the date of acquisition.

(b) Other assets

Current		
Prepayments	74	99
Accrued income	91	155
Total current other assets	165	254
Non-current		
Other	50	50
Total non-current other assets	50	50

(c) Intangible assets

Water rights	3,072	3,072
Total intangible assets	3,072	3,072

	Water Rights \$ '000
Gross Carrying Amount	
Balance at 1 July 2020	3,072
Balance at 1 July 2021	3,072
Net book value at 30 June 2020	3,072
Net book value at 30 June 2021	3,072

Water rights are valued at current market rates. The valuation is based on market transactions being the trading of water shares within the relevant water trading region. Prices are sourced from the Victorian Water Register for water traded within trading zone 7 VIC Murray - Barmah to SA.

Swan Hill Rural City Council

2020/2021 Financial Report

Notes to the Financial Statements
for the year ended 30 June 2021

Note 5. Our financial position (continued)

	2021 \$ '000	2020 \$ '000
5.3 Payables		
(a) Trade and other payables		
Current		
Trade payables	693	431
Salaries and wages	840	779
Accrued expenses	1,732	1,291
Total current trade and other payables	3,265	2,501
(b) Trust funds and deposits		
Current		
Refundable deposits	108	89
Fire services property levy	14	5
Retention amounts	162	198
Total current trust funds and deposits	284	292
(c) Unearned income		
Current		
Grants received in advance:		
Grants received in advance - operating	-	510
Grants received in advance - capital	-	1,700
Total grants received in advance	-	2,210
User fees received in advance:		
Other	10	12
Total user fees received in advance	10	12
Total unearned income	10	2,222

Amounts received as deposits and retention amounts controlled by Council are recognised as trust funds until they are returned, transferred in accordance with the purpose of the receipt, or forfeited. Trust funds that are forfeited, resulting in Council gaining control of the funds, are to be recognised as revenue at the time of forfeit.

Purpose and nature of items

Refundable deposits - Deposits are taken by Council as a form of surety in a number of circumstances, including in relation to building works, tender deposits, contract deposits and the use of civic facilities.

Fire services property Levy - Council is the collection agent for fire services property levy on behalf of the State Government. Council remits amounts received on a quarterly basis. Amounts disclosed here will be remitted to the state government in line with that process.

Retention Amounts - Council has a contractual right to retain certain amounts until a contractor has met certain requirements or a related warrant or defect period has elapsed. Subject to the satisfactory completion of the contractual obligations, or the elapsing of time, these amounts will be paid to the relevant contractor in line with Council's contractual obligations.

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Notes to the Financial Statements
for the year ended 30 June 2021

Note 5. Our financial position (continued)

	2021 \$ '000	2020 \$ '000
5.4 Interest-bearing liabilities		
Current		
Borrowings - secured	5,168	557
	<u>5,168</u>	<u>557</u>
Non-current		
Borrowings - secured	2,618	7,294
	<u>2,618</u>	<u>7,294</u>
Total	<u>7,786</u>	<u>7,851</u>

Borrowings are secured by Swan Hill Rural City Council General Rates.

a) The maturity profile for Council's borrowings is:

Not later than one year	5,168	557
Later than one year and not later than five years	2,063	6,049
Later than five years	555	1,245
	<u>7,786</u>	<u>7,851</u>

Borrowings are initially measured at fair value, being the cost of the interest bearing liabilities, net of transaction costs. The measurement basis subsequent to initial recognition depends on whether the Council has categorised its interest-bearing liabilities as either financial liabilities designated at fair value through the profit and loss, or financial liabilities at amortised cost. Any difference between the initial recognised amount and the redemption value is recognised in net result over the period of the borrowing using the effective interest method.

The classification depends on the nature and purpose of the interest bearing liabilities. The Council determines the classification of its interest bearing liabilities at initial recognition.

Swan Hill Rural City Council

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Notes to the Financial Statements
for the year ended 30 June 2021

Note 5. Our financial position (continued)

	Employee provisions \$ '000	Landfill restoration \$ '000	Other \$ '000	Total \$ '000
5.5 Provisions				
2021				
Balance at the beginning of the financial year	5,362	1,452	–	6,814
Additional provisions	1,058	44	–	1,102
Amounts used	(1,091)	–	–	(1,091)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	20	62	–	82
Balance at the end of the financial year	5,349	1,558	–	6,907
2020				
Balance at the beginning of the financial year	5,170	1,213	118	6,501
Additional provisions	1,651	273	–	1,924
Amounts used	(1,397)	–	(118)	(1,515)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	(62)	(34)	–	(96)
Balance at the end of the financial year	5,362	1,452	–	6,814

	2021 \$ '000	2020 \$ '000
--	-----------------	-----------------

(a) Employee provisions**Current provisions expected to be wholly settled within 12 months**

Annual leave	1,252	1,165
Long service leave	71	180
	1,323	1,345

Current provisions expected to be wholly settled after 12 months

Annual leave	330	297
Long service leave	3,510	3,484
	3,840	3,781

Total current employee provisions**5,163** **5,126****Non-Current**

Long service leave	186	236
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Total Non-Current Employee Provisions**186** **236**

Aggregate Carrying Amount of Employee Provisions:

Current	5,163	5,126
Non-current	186	236
Total Aggregate Carrying Amount of Employee Provisions	5,349	5,362

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2020/2021 Financial Report

Notes to the Financial Statements
for the year ended 30 June 2021

Note 5. Our financial position (continued)

	2021	2020
	\$ '000	\$ '000

The calculation of employee costs and benefits includes all relevant on-costs and are calculated as follows at reporting date.

Wages and salaries and annual leave

Liabilities for wages and salaries, including non-monetary benefits and accumulated annual leave expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits in respect of employee services up to the reporting date, classified as current liabilities and measured at their nominal values.

Liabilities that are not expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits as current liabilities, measured at the present value of the amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

Long service leave

Liability for long service leave (LSL) is recognised in the provision for employee benefits. LSL is measured at present value. Unconditional LSL is disclosed as a current liability. Conditional LSL that has been accrued, where an employee is yet to reach a qualifying term of employment, is disclosed as a non - current liability.

(b) Landfill restoration**Current**

Current	70	67
Total current	70	67

Non-current

Non-current	1,488	1,385
Total non-current	1,488	1,385

Council is obligated to restore Swan Hill and Robinvale sites to a particular standard. The forecast life of the site is based on current estimates of remaining capacity and the forecast rate of infill. The provision for landfill restoration has been calculated based on the present value of the expected cost of works to be undertaken. The expected cost of works has been estimated based on current understanding of work required to reinstate the site to a suitable standard. Accordingly, the estimation of the provision required is dependent on the accuracy of the forecast timing of the work, work required and related costs.

Key assumptions:

- discount rate	0.06% - 1.80%	0.25% - 0.26%
- index rate	2.88%	- 0.30%

5.6 Financing arrangements

The Council has the following funding arrangements in place as at 30 June 2021.

Credit card facilities	200	200
Loans and borrowings	7,786	7,851
Total Facilities	7,986	8,051
Used facilities	7,809	7,866
Used facilities	7,809	7,866
Unused facilities	177	185

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Swan Hill Rural City Council

2020/2021 Financial Report

Notes to the Financial Statements
for the year ended 30 June 2021

Note 5. Our financial position

	Not later than 1 year \$ '000	Later than 1 year and not later than 2 years \$ '000	Later than 2 years and not later than 5 years \$ '000	Later than 5 years \$ '000	Total \$ '000
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5.7 Commitments

The Council has entered into the following commitments. Commitments are not recognised in the Balance Sheet. Commitments are disclosed at their nominal value and presented inclusive of the GST payable.

2021

Operating

Building and property maintenance	200	–	–	–	200
Cleaning - council buildings, public toilets, barbeques	212	–	–	–	212
Licenses	151	–	–	–	151
Materials and supplies	1,661	–	–	–	1,661
Office equipment and supplies	91	32	4	–	127
Professional services	1,597	19	–	–	1,616
Management & operations of the PS Pyap	195	16	–	–	211
Recreation, leisure and community facilities	532	–	–	–	532
Uniforms	39	–	–	–	39
Waste management operation and kerbside collection	3,025	–	–	–	3,025
Total	7,703	67	4	–	7,774

Capital

Buildings	137	–	–	–	137
Drainage	145	–	–	–	145
Footpaths	48	–	–	–	48
Parks and open spaces	546	133	–	–	679
Recreation and leisure assets	1,059	–	–	–	1,059
Sealed roads	4,512	673	–	–	5,185
Plant & equipment	419	–	–	–	419
Waste management	–	–	–	–	–
Other infrastructure	3,366	–	–	–	3,366
Cultural and heritage	–	–	–	–	–
Total	10,232	806	–	–	11,038

Swan Hill Rural City Council

2020/2021 Financial Report

Notes to the Financial Statements
for the year ended 30 June 2021

Note 5. Our financial position (continued)

	Not later than 1 year \$ '000	Later than 1 year and not later than 2 years \$ '000	Later than 2 years and not later than 5 years \$ '000	Later than 5 years \$ '000	Total \$ '000
2020					
Operating					
Building and property maintenance	125	—	—	—	125
Cleaning - council buildings, public toilets, barbeques	1,910	—	—	—	1,910
Licenses	69	—	—	—	69
Materials and supplies	330	—	—	—	330
Office equipment and supplies	197	—	—	—	197
Professional services	1,692	—	—	—	1,692
Management & operations of the PS Pyap	53	—	—	—	53
Recreation, leisure and community facilities	738	—	—	—	738
Uniforms	13	9	—	—	22
Waste management operation and kerbside collection	2,343	48	36	—	2,427
Total	7,470	57	36	—	7,563
Capital					
Buildings	266	—	—	—	266
Drainage	31	—	—	—	31
Footpaths	1,005	—	—	—	1,005
Parks and open spaces	62	—	—	—	62
Recreation and leisure assets	624	—	—	—	624
Sealed roads	4,450	1,976	823	—	7,249
Plant & equipment	—	—	—	—	—
Waste management	—	—	—	—	—
Other infrastructure	—	—	—	—	—
Cultural and heritage	—	—	—	—	—
Total	6,438	1,976	823	—	9,237

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2020/2021 Financial Report

Notes to the Financial Statements for the year ended 30 June 2021

Note 5. Our financial position (continued)

5.8 Leases

At inception of a contract, all entities would assess whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To identify whether a contract conveys the right to control the use of an identified asset, it is necessary to assess whether:

- The contract involves the use of an identified asset;
- The customer has the right to obtain substantially all of the economic benefits from use of the asset throughout the period of use; and
- The customer has the right to direct the use of the asset.

This policy is applied to contracts entered into, or changed, on or after 1 July 2019.

As a lessee, Council recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost which comprises the initial amount of the lease liability adjusted for:

- any lease payments made at or before the commencement date less any lease incentives received; plus
- any initial direct costs incurred; and
- an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The estimated useful lives of right-of-use assets are determined on the same basis as those of property, plant and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain measurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, an appropriate incremental borrowing rate. Generally, Council uses an appropriate incremental borrowing rate as the discount rate.

Lease payments included in the measurement of the lease liability comprise the following:

- Fixed payments
- Variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- Amounts expected to be payable under a residual value guarantee; and
- The exercise price under a purchase option that Council is reasonably certain to exercise, lease payments in an optional renewal period if Council is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless Council is reasonably certain not to terminate early.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

Council has elected to apply the temporary option available under AASB 16 Leases which allows not-for-profit entities to not measure right-of-use assets at initial recognition at fair value in respect of leases that have significantly below-market terms.

Council has a number of Peppercorn Leases for parcels of crown land or land controlled by other entities. The leases of land are used to provide open space and recreation areas to residents along with a major tourist attraction in the area in known as the Pioneer Settlement.

Details of Peppercorn Leases held by Council are as follows:

Land Details	Remaining Term of Lease	\$ Per Annum
Crown Land - Pioneer Settlement	27 years	\$0
Lake Boga Boat Ramps and Jetty	4 years	\$1
Various parcels of VicTrack Land (parks & reserves)	Various terms	\$1 each

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2020/2021 Financial Report

Notes to the Financial Statements
for the year ended 30 June 2021

Note 5. Our financial position (continued)

(a) Right-of-Use Assets

	Property \$ '000	Total \$ '000
2021		
Balance at 1 July	851	851
Additions	-	-
Amortisation charge	(407)	(407)
Balance at 30 June	444	444
2020		
Balance at 1 July	744	744
Additions	473	473
Amortisation charge	(366)	(366)
Balance at 30 June	851	851

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Notes to the Financial Statements
for the year ended 30 June 2021

Note 5. Our financial position (continued)

	2021 \$ '000	2020 \$ '000
(b) Lease Liabilities		
Maturity analysis - contractual undiscounted cash flows		
Less than one year	253	421
One to five years	199	441
More than five years	41	52
Total undiscounted lease liabilities as at 30 June:	493	914
Lease liabilities included in the Balance Sheet at 30 June:		
Current	269	427
Non-current	216	485
Total lease liabilities	485	912
Short-term and low value leases		
Council has elected not to recognise right-of-use assets and lease liabilities for short-term leases of machinery that have a lease term of 12 months or less and leases of low-value assets (individual assets worth less than existing capitalisation thresholds for a like asset up to a maximum of \$10,000), including IT equipment. Council recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.		
Expenses relating to:		
Leases of low value assets	1	1
Total	1	1
Non-cancellable lease commitments - Short-term and low-value leases		
Commitments for minimum lease payments for short-term and low-value leases are payable as follows:		
Within one year	1	1
Later than one year but not later than five years	3	4
Later than five years	2	2
Total lease commitments	6	7

Swan Hill Rural City Council

2020/2021 Financial Report

Notes to the Financial Statements
for the year ended 30 June 2021

Note 6. Assets we manage

6.1 Property, infrastructure, plant and equipment

Summary of property, infrastructure, plant and equipment	At Fair Value	Additions	Contributions	Revaluation	Depreciation	Disposal	Write-off	Transfers	At Fair Value
	30 June 2020								30 June 2021
	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000
Property	120,455	748	-	-	(1,298)	(322)	-	191	119,774
Plant and equipment/Culture and heritage assets	15,705	1,360	10	1,823	(1,511)	(25)	-	59	17,421
Infrastructure	353,329	8,259	-	102	(6,947)	(296)	-	175	354,622
Work in progress	1,263	4,149	-	-	-	-	-	(425)	4,987
Total	490,752	14,516	10	1,925	(9,756)	(643)	-	-	496,804
Summary of Work in Progress									
Property									
Plant and equipment									
Infrastructure									
Total									
	Opening WIP	Additions	Write-off	Transfers	Closing WIP				
	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000				
	535	1,488	-	(191)	1,832				
	71	-	-	(59)	12				
	657	2,661	-	(175)	3,143				
	1,263	4,149	-	(425)	4,987				

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Swan Hill Rural City Council

2020/2021 Financial Report

Notes to the Financial Statements
for the year ended 30 June 2021

Note 6. Assets we manage (continued)

	Land specialised \$ '000	Land non specialised \$ '000	Total land and land improve- ments \$ '000	Buildings specialised \$ '000	Buildings non specialised \$ '000	Total buildings \$ '000	Work in progress \$ '000	Total property \$ '000
Property								
At fair value - 1 July 2020	64,498	6,420	70,918	103,905	4,329	108,234	535	179,687
Accumulated depreciation at 1 July 2020	-	-	-	(58,618)	(79)	(58,697)	-	(58,697)
Carrying value - 1 July 2020	64,498	6,420	70,918	45,287	4,250	49,537	535	120,990
Movements in fair value								
Additions	-	-	-	664	84	748	1,488	2,236
Revaluation	-	-	-	-	-	-	-	-
Disposal	(100)	(120)	(220)	(600)	-	(600)	-	(820)
Write-off	-	-	-	-	-	-	-	-
Transfers	-	-	-	167	24	191	(191)	-
Total movements in fair value	(100)	(120)	(220)	231	108	339	(191)	1,416
Movements in accumulated depreciation								
Depreciation and amortisation	-	-	-	(1,220)	(78)	(1,298)	-	(1,298)
Accumulated depreciation of disposals	-	-	-	498	-	498	-	498
Revaluation	-	-	-	-	-	-	-	-
Accumulated depreciation of write offs	-	-	-	-	-	-	-	-
Total movements in accumulated depreciation	-	-	-	(722)	(78)	(800)	-	(800)
At fair value 30 June 2021	64,398	6,300	70,698	104,136	4,436	108,572	1,832	181,102
Accumulated depreciation at 30 June 2021	-	-	-	(59,340)	(158)	(59,498)	-	(59,498)
Carrying value - 30 June 2021	64,398	6,300	70,698	44,796	4,278	49,074	1,832	121,604

Swan Hill Rural City Council

2020/2021 Financial Report

Notes to the Financial Statements
for the year ended 30 June 2021

Note 6. Assets we manage

	Plant machinery and equipment \$ '000	Fixtures and furniture \$ '000	Computers and telecomms \$ '000	Artworks \$ '000	Library Collection \$ '000	Pioneer Settlement vehicles & vessels \$ '000	Pioneer Settlement site exhibits \$ '000	Pioneer Settlement buildings \$ '000	Total \$ '000	Work in progress \$ '000	Total plant and equipment/ culture and heritage assets \$ '000
At fair value 1 July 2020	1,862	4,245	1,302	1,768	2,040	4,818	2,052	7,814	35,901	71	35,972
Accumulated depreciation at 1 July 2020	(7,788)	(2,475)	(1,066)	(34)	(1,388)	(197)	(89)	(7,159)	(20,196)	—	(20,196)
Carrying value - 1 July 2020	4,074	1,770	236	1,734	652	4,621	1,963	655	15,705	71	15,776
Movements in fair value											
Additions	958	168	124	8	102	—	—	—	1,360	—	1,360
Contributions	—	—	—	9	1	—	—	—	10	—	10
Revaluation	—	—	—	—	—	1,157	666	—	1,823	—	1,823
Disposal	(463)	(5)	(225)	—	(21)	—	(2)	—	(716)	—	(716)
Write-off	—	—	—	—	—	—	—	—	—	—	—
Transfers	26	33	—	—	—	—	—	—	59	(59)	—
Total movements in fair value	521	196	(101)	17	82	1,157	664	—	2,536	(59)	2,477
Movements in accumulated depreciation											
Depreciation and amortisation	(838)	(322)	(121)	(18)	(131)	(49)	(21)	(11)	(1,511)	—	(1,511)
Accumulated depreciation of disposals	440	5	225	—	21	—	—	—	691	—	691
Revaluation	—	—	—	—	—	—	—	—	—	—	—
Transfers	—	—	—	—	—	—	—	—	—	—	—
Total movements in accumulated depreciation	(398)	(317)	104	(18)	(110)	(49)	(21)	(11)	(820)	—	(820)
At fair value 30 June 2021	12,383	4,441	1,201	1,785	2,122	5,730	2,607	7,814	38,083	12	38,095
Accumulated depreciation at 30 June 2021	(8,186)	(2,792)	(962)	(52)	(1,498)	—	—	(7,170)	(20,660)	—	(20,660)
Carrying value - 30 June 2021	4,197	1,649	239	1,733	624	5,730	2,607	644	17,423	12	17,435

Swan Hill Rural City Council

2020/2021 Financial Report

Notes to the Financial Statements
for the year ended 30 June 2021

Note 6. Assets we manage

	Sealed roads \$ '000	Unsealed roads \$ '000	Footpaths and cycleways \$ '000	Drainage \$ '000	Recreational, leisure and community \$ '000	Waste management \$ '000	Parks open spaces and streets-capes \$ '000	Other infra-structure \$ '000	Total \$ '000	Work in progress \$ '000	Total infra-structure \$ '000
At fair value 1 July 2020	255,981	102,824	30,941	56,134	17,080	6,097	12,183	13,433	494,673	657	495,330
Accumulated depreciation at 1 July 2020	(80,839)	(10,582)	(9,922)	(19,886)	(5,673)	(5,678)	(5,253)	(3,511)	(141,344)	-	(141,344)
Carrying value - 1 July 2020	175,142	92,242	21,019	36,248	11,407	419	6,930	9,922	353,329	657	353,986
Movements in fair value											
Additions	4,002	1,526	156	213	1,587	-	432	343	8,259	2,661	10,920
Revaluation	-	-	-	-	-	102	-	-	102	-	102
Disposal	-	-	-	-	(306)	-	-	-	(306)	-	(306)
Transfers	13	-	6	-	132	-	14	10	175	(175)	-
Total movements in fair value	4,015	1,526	162	213	1,413	102	446	353	8,230	2,486	10,716
Movements in accumulated depreciation											
Depreciation and amortisation	(3,546)	(1,358)	(388)	(594)	(289)	(231)	(328)	(213)	(6,947)	-	(6,947)
Accumulated depreciation of disposals	-	-	-	-	10	-	-	-	10	-	10
Total movements in accumulated depreciation	(3,546)	(1,358)	(388)	(594)	(279)	(231)	(328)	(213)	(6,937)	-	(6,937)
At fair value 30 June 2021	259,995	104,350	31,103	56,348	18,493	6,819	12,629	13,786	503,523	3,143	506,666
Accumulated depreciation at 30 June 2021	(84,385)	(11,940)	(10,309)	(20,480)	(5,952)	(6,528)	(5,582)	(3,725)	(148,901)	-	(148,901)
Carrying value - 30 June 2021	175,610	92,410	20,794	35,868	12,541	291	7,047	10,061	354,622	3,143	357,765

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Swan Hill Rural City Council

2020/2021 Financial Report

Notes to the Financial Statements for the year ended 30 June 2021

Note 6. Assets we manage (continued)

Acquisition

The purchase method of accounting is used for all acquisitions of assets, being the fair value of assets provided as consideration at the date of acquisition plus any incidental costs attributable to the acquisition. Fair value is the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date.

Where assets are constructed by Council, cost includes all materials used in construction, direct labour, borrowing costs incurred during construction, and an appropriate share of directly attributable variable and fixed overheads.

In accordance with Council's policy, the threshold limits have applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year.

Asset recognition thresholds and depreciation periods

	Depreciation Period Years	Threshold Limit \$ '000
Land and land improvements		
Buildings		
buildings	30 to 100 years	10
building improvements	30 to 100 years	10
leasehold improvements	5 to 15 years	10
Plant and Equipment		
plant machinery and equipment		
large plant	10 years	3
small plant	2 to 4 years	3
fixtures, fittings and furniture	5 years	3
computers and telecommunications	3 to 5 years	2
Cultural and heritage		
Artworks	100 years	-
Library Collection	5 to 100 years	-
Pioneer Settlement vehicles & vessels	100 years	5
Pioneer Settlement site exhibits	100 years	5
Pioneer Settlement buildings	100 years	10
Infrastructure		
sealed road formation	-	10
sealed road pavements	60 years	10
sealed road seals	15 to 20 years	10
road ancillary assets	20 to 25 years	10
unsealed road natural surface	-	10
unsealed road gravel surface	30 years	10
kerb and channel	25 to 50 years	10
footpaths and cycleways	20 to 50 years	10
drainage	20 to 80 years	10
recreation, leisure and community facilities	10 to 60 years	10
waste management	10 years	10
parks, open space and streetscapes	10 to 100 years	10
other infrastructure	10 to 100 years	10

Land under roads

Council recognises land under roads it controls at fair value.

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Swan Hill Rural City Council

2020/2021 Financial Report

Notes to the Financial Statements for the year ended 30 June 2021

Note 6. Assets we manage (continued)

Depreciation and amortisation

Buildings, land improvements, plant and equipment, infrastructure, and other assets having limited useful lives are systematically depreciated over their useful lives to the Council in a manner which reflects consumption of the service potential embodied in those assets. Estimates of remaining useful lives and residual values are made on a regular basis with major asset classes reassessed annually. Depreciation rates and methods are reviewed annually.

Where assets have separate identifiable components that are subject to regular replacement, these components are assigned distinct useful lives and residual values and a separate depreciation rate is determined for each component.

Road earthworks are not depreciated on the basis that they are assessed as not having a limited useful life.

Straight line depreciation is charged based on the residual useful life as determined each year.

Depreciation periods used are listed above and are consistent with the prior year unless otherwise stated.

Repairs and maintenance

Where the repair relates to the replacement of a component of an asset and the cost exceeds the capitalisation threshold the cost is capitalised and depreciated. The carrying value of the replaced asset is expensed.

Leasehold improvements

Leasehold improvements are recognised at cost and are amortised over the unexpired period of the lease or the estimated useful life of the improvement, whichever is the shorter. At balance date, leasehold improvements are amortised over a 5 to 15 year period.

Valuation of land and buildings

Valuation of land and buildings were undertaken by a qualified independent valuer Benjamin Sawyer AAPI Reg. 63163. The valuation of land and buildings is at fair value, being market value based on highest and best use permitted by relevant land planning provisions. Where land use is restricted through existing planning provisions the valuation is reduced to reflect this limitation. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

Specialised land is valued at fair value using site values adjusted for englobo (undeveloped and/or unserviced) characteristics, access rights and private interests of other parties and entitlements of infrastructure assets and services. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

Any significant movements in the unobservable inputs for land and land under roads will have a significant impact on the fair value of these assets.

The land and buildings were subject to full independent valuation in 2020 by our accredited independent valuer. Council does not believe there has been a material movement in fair value since the 30 June 2020 valuation date.

The valuation was performed during the Covid-19 pandemic, with limited market activity and low sales volumes. While the valuer's independent valuation report did not indicate impairment of land and buildings, it does present estimation uncertainty regarding the valuation of land and buildings by acknowledging that past cycles indicate a lag for property markets to react to economic events, and that the extent of any decline in value is presently uncertain, and may depend on the length of the Covid-19 pandemic. Also, there is not yet any comparable market evidence available to determine what, if any, impact the current Covid-19 pandemic may have on the value or marketability of the subject property, particularly in the short and medium terms.

The fair value assessed may change significantly and unexpectedly over a relatively short period of time (including as a result of factors that the valuer could not reasonably have been aware of as at the date of valuation). Refer to Significant accounting policies under Overview section and Note 8.4 for further information on fair value measurement.

The date of the current valuation is detailed in the following table.

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2021 are as follows:

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Notes to the Financial Statements
for the year ended 30 June 2021

Note 6. Assets we manage (continued)

	Level 1 2021 \$ '000	Level 2 2021 \$ '000	Level 3 2021 \$ '000	Date of valuation
Land	-	6,300	-	30/06/2020
Specialised land	-	-	64,398	30/06/2020
Buildings	-	4,278	-	30/06/2020
Building - specialised	-	-	44,796	30/06/2020
Total	-	10,578	109,194	

Valuation of Infrastructure

Valuation of infrastructure assets has been determined in accordance by applying the most recent unit rates as calculated from a sample of internal and external projects.

The date of the current valuation is detailed in the following table.

The valuation is at fair value based on replacement cost less accumulated depreciation as at the date of valuation.

Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2021 are as follows:

	Level 1 2021 \$ '000	Level 2 2021 \$ '000	Level 3 2021 \$ '000	Date of valuation
Sealed roads	-	-	175,610	30/06/2019
Unsealed roads	-	-	92,410	30/06/2017
Footpaths and cycleways	-	-	20,794	30/06/2019
Drainage	-	-	35,868	30/06/2020
Recreational, leisure & community facilities	-	-	12,541	30/06/2020
Waste management	-	-	291	30/06/2021
Parks, open space & streetscapes	-	-	7,047	30/06/2020
Other Infrastructure	-	-	10,061	30/06/2020

Details of the Council's cultural and heritage assets and information about the fair value hierarchy as at 30 June 2021 are as follows:

Artworks	-	-	1,733	30/06/2018
Pioneer Settlement vehicles and vessels	-	-	5,730	30/06/2021
Pioneer Settlement site exhibits	-	-	2,607	30/06/2021
Pioneer Settlement buildings	-	-	644	30/06/2018
Total	-	-	365,336	

*Valuation of cultural and heritage assets**Artworks*

Valuation of artwork assets has been determined in accordance with an independent valuation undertaken by Warren Joel Auction and Valuation Services. The effective date of the valuation was 30 June 2018.

Valuation of the assets was determined by analysing comparable sales of an artist's work, knowledge of the collections history and condition of the collection.

Pioneer Settlement

Valuation of Pioneer Settlement vehicles and vessels and site exhibit assets was conducted by qualified independent valuer Mr David Freeman, member of Auctioneers and Valuers Association of Australia, and Chief Executive Officer of Amanda Adams Auctions, Bulleen, Victoria. The valuation is based on average market realisation prices that should be obtained if the items were sold via private treaty or auction sales. The effective date of the valuation is 30 June 2021.

Valuation of Pioneer Settlement buildings were undertaken by qualified independent valuer, Benjamin Sawyer AAPI Reg. 63163 as at 30 June 2020.

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Notes to the Financial Statements
for the year ended 30 June 2021

Note 6. Assets we manage (continued)

The valuation is at fair value based on replacement cost less accumulated depreciation as at the date of valuation.

Description of significant unobservable inputs into level 3 valuations

Specialised land and land under roads is valued using a market based direct comparison technique. Significant unobservable inputs include the extent and impact of restriction of use and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to surrounding land values between 25% and 75% for specialised land and between 85% and 95% for land under roads. The market value of land varies significantly depending on the location of the land and the current market conditions. Currently land values range between \$0.10 and \$450 per square metre.

Specialised buildings are valued using a depreciated replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of buildings. Current replacement costs are calculated on a square metre basis. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary from 10 years to 100 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of buildings are sensitive to changes in expectations or requirements that could either shorten or extend the useful lives of buildings.

Infrastructure assets are valued based on the depreciated replacement cost. Significant unobservable inputs include the current replacement cost and remaining useful lives of infrastructure. The remaining useful lives of infrastructure assets are determined on the basis of the current condition of the asset and vary from 0 years to 100 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of infrastructure are sensitive to changes in use, expectations or requirements that could either shorten or extend the useful lives of infrastructure assets.

Artwork assets are valued based on the market based direct comparison approach. Significant unobservable inputs include the rarity of the item, historical significance and the history of the artist. If there are events that determine certain pieces of the collection to be of historical significance, if the artist has works that have increased in popularity or the item is considered to be rare and in demand, this would result in a higher fair value.

Pioneer Settlement vehicles and vessels and site exhibit assets are valued based on the market based direct comparison approach. Significant unobservable inputs include the rarity of the item and historical significance. If there are events that determine certain pieces of the collection to be of historical significance or the item is considered to be rare and in demand, this would result in a higher fair value.

Pioneer Settlement buildings are valued using a depreciated replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of buildings. Current replacement cost is calculated on a square metre basis. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary from 1 year to 54 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of buildings are sensitive to changes in expectations or requirements that could either shorten or extend their useful lives.

Reconciliation of specialised land

	2021 \$ '000	2020 \$ '000
Land under roads	42,312	42,312
Parks and reserves	13,997	14,080
Crown Land	8,106	8,106
Total specialised land	64,415	64,498

Swan Hill Rural City Council

2020/2021 Financial Report

Notes to the Financial Statements
for the year ended 30 June 2021

Note 7. People and relationships

7.1 Council and key management remuneration

(a) Related Parties

Parent entity

Swan Hill Rural City Council is a single entity.

Subsidiaries and Associates

Council has no interests in subsidiaries and associates.

(b) Key Management Personnel

Details of persons holding the position of Councillor or other members of key management personnel at any time during the year are:

Councillors	Mayor Bill Moar	15/11/2016 to 30/06/2021
	Cr Les McPhee	08/12/2008 to 30/06/2021
	Cr Ann Young	15/11/2016 to 30/06/2021
	Cr Chris Jeffery	15/11/2016 to 30/06/2021
	Cr Lea Johnson	15/11/2016 to 24/10/2020
	Cr Jade Benham	19/03/2019 to 30/06/2021
	Cr Nicole McKay	16/04/2019 to 30/06/2021
	Cr Stuart King	17/11/2020 to 30/06/2021
Chief Executive Officer	Mr John McLinden	21/03/2016 to 30/06/2021
Directors	Mr David Lenton (Corporate Services)	21/12/1992 to 28/08/2020
	Mr Bruce Myers (Community and Cultural Services)	28/02/1994 to 30/06/2021
	Ms Heather Green (Planning and Development)	03/07/2017 to 30/06/2021
	Ms Svetla Petkova (Infrastructure)	11/12/2017 to 30/06/2021
	Mr Joel Lieschke (Corporate Services)	19/10/2020 to 30/06/2021

	2021 No.	2020 No.
Total Number of Councillors	8	7
Total of Chief Executive Officer and other Key Management Personnel	6	5
Total Number of Key Management Personnel	14	12

	2021 \$ '000	2020 \$ '000
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(c) Remuneration of Key Management Personnel

Total remuneration of key management personnel was as follows:

Short-term benefits	1,237	1,199
Long-term benefits	80	88
Post employment benefits	99	97
Total	1,416	1,384

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Swan Hill Rural City Council

2020/2021 Financial Report

Notes to the Financial Statements
for the year ended 30 June 2021

Note 7. People and relationships (continued)

	2021 No.	2020 No.
The numbers of key management personnel whose total remuneration from Council and any related entities, fall within the following bands:		
\$1 - \$9,999	1	-
\$10,000 - \$19,999	1	-
\$20,000 - \$29,999	4	4
\$30,000 - \$39,999	1	2
\$50,000 - \$59,999	-	1
\$70,000 - \$79,999	1	-
\$80,000 - \$89,999	1	-
\$140,000 - \$149,999	1	-
\$200,000 - \$209,999	1	1
\$210,000 - \$219,999	2	2
\$230,000 - \$239,999	-	1
\$280,000 - \$289,999	-	1
\$300,000 - \$309,999	1	-
	14	12

(d) Senior Officer Remuneration

A Senior Officer is an officer of Council, other than Key Management Personnel, who:

- a) has management responsibilities and reports directly to the Chief Executive; or
- b) whose total annual remuneration exceeds \$151,000

The number of Senior Officers are shown below in their relevant income bands:

	2021 No.	2020 No.
Income Range:		
\$150,000 - \$159,999	1	3
\$160,000 - \$169,999	3	2
\$170,000 - \$179,999	3	2
	7	7

	2021 \$ '000	2020 \$ '000
Total Remuneration for the reporting year for Senior Officers included above amounted to*:	1,181	1,144

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Swan Hill Rural City Council

2020/2021 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2021

Note 7. People and relationships (continued)

7.2 Related party disclosure

(a) Transactions with related parties

During the period Council entered into the following transactions with related parties:

Cr Stuart King	Swan Hill Hire - \$166,386 Plant and equipment hire. Cr King has a controlling interest in Swan Hill Hire.
Cr Jade Benham	Alchemy Media - \$11,000 Media production Cr Benham is a subcontractor to Alchemy Media on an adhoc basis.

(b) Outstanding balances with related parties

The following balances are outstanding at the end of the reporting period in relation to transactions with related parties:

2021 = Nil

2020 = Nil

(c) Loans to/from related parties

The aggregate amount of loans in existence at balance date that have been made, guaranteed or secured by the council to a related party as follows:

2021 = Nil

2020 = Nil

(d) Commitments to/from related parties

The aggregate amount of commitments in existence at balance date that have been made, guaranteed or secured by the council to a related party are as follows:

2021 = Nil

2020 = Nil

Swan Hill Rural City Council

2020/2021 Financial Report

Notes to the Financial Statements for the year ended 30 June 2021

Note 8. Managing uncertainties

	2021	2020
	\$ '000	\$ '000

8.1 Contingent assets and liabilities

(a) Contingent assets

Operating lease receivables

The Council has entered into commercial property leases on its investment property, consisting of surplus freehold office complexes. These properties held under operating leases have remaining non-cancellable lease terms of between 1 and 10 years. All leases include a CPI based revision of the rental charge annually.

Future undiscounted minimum rentals receivable under non-cancellable operating leases are as follows:

Not later than one year	380	385
Later than one year and not later than five years	1,238	1,253
Later than five years	636	628
	2,254	2,266

(b) Contingent liabilities

Contingent assets and contingent liabilities are not recognised in the Balance Sheet, but are disclosed and if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable, respectively.

Superannuation

Council has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme, matters relating to this potential obligation are outlined below. As a result of the volatility in financial markets the likelihood of making such contributions in future periods exists.

Future superannuation contributions

In addition to the disclosed contributions, Council has paid unfunded liability payments to Vision Super totalling \$0 (2019/20 \$0). There were no contributions outstanding and no loans issued from or to the above schemes as at 30 June 2021. The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2021 are \$132,827.

Landfill

Council operates a landfill. Council will have to carry out site rehabilitation works in the future. At balance date Council is unable to accurately assess the financial implications of such works.

Liability Mutual Insurance

Council is a participant of the MAV Liability Mutual Insurance (LMI) Scheme. The LMI scheme provides public liability and professional indemnity insurance cover. The LMI scheme states that each participant will remain liable to make further contributions to the scheme in respect of any insurance year in which it was a participant to the extent of its participant's share of any shortfall in the provision set aside in respect of that insurance year, and such liability will continue whether or not the participant remains a participant in future insurance years.

MAV WorkCare

In November 2017, the Victorian WorkCover Authority (the Authority) granted the Municipal Association of Victoria (MAV) a three-year self-insurance licence allowing it to provide workers' compensation insurance to Victorian councils. When the MAV WorkCare Scheme commenced, there were 31 inaugural members, including the MAV.

In accordance with the Authority's decision not to renew the MAV's self-insurance licence, the MAV WorkCare Scheme ceased operation on 30 June 2021. The MAV is continuing to support the orderly transition of claims management responsibilities to the Authority.

Council was a participant of the MAV WorkCare Scheme.

The MAV WorkCare Scheme participation agreement stated that each participant would remain liable to make further contributions to the Scheme in respect of any insurance year in which it was a participant to the extent of its participant's share

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Swan Hill Rural City Council

2020/2021 Financial Report

Notes to the Financial Statements for the year ended 30 June 2021

Note 8. Managing uncertainties (continued)

of any shortfall in the provision set aside in respect of that insurance year, and such liability would continue whether or not the participant remained a participant in future insurance years.

The net financial impact on Council as a result of the cessation of the MAV WorkCare Scheme for the 2020-21 financial year is yet to be determined. Any obligation is dependent upon the Authority's initial actuarial assessment of the tail claims liabilities of the MAV WorkCare Scheme.

In accordance with the *Workplace Injury Rehabilitation and Compensation Act 2013*, there is a six- year liability period following the cessation of the MAV WorkCare Scheme. During the liability period, adjustment payments may be required (or received) by Council. The determination of any adjustment payments is dependent upon revised actuarial assessments of the Scheme's tail claims liabilities as undertaken by the Authority.

(c) Guarantees for loans to other entities

Council is not the guarantor for any loans.

Financial guarantee contracts are not recognised as a liability in the balance sheet unless the lender has exercised their right to call on the guarantee or Council has other reasons to believe that it is probable that the right will be exercised.

8.2 Change in accounting standards

Certain new Australian Accounting Standards and interpretations have been published that are not mandatory for the 30 June 2021 reporting period. Council assesses the impact of these new standards. As at 30 June 2021 there were no new accounting standards or interpretations issued by the AASB which are applicable for the year ending 30 June 2022 that are expected to impact Council.

8.3 Financial instruments

(a) Objectives and policies

The Council's principal financial instruments comprise cash assets, term deposits, receivables (excluding statutory receivables), payables (excluding statutory payables) and bank borrowings. Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument is disclosed in notes of the financial statements. Risk management is carried out by senior management under policies approved by the Council. These policies include identification and analysis of the risk exposure to Council and appropriate procedures, controls and risk minimisation.

(b) Market risk

Market risk is the risk that the fair value or future cash flows of Council financial instruments will fluctuate because of changes in market prices. The Council's exposure to market risk is primarily through interest rate risk with only insignificant exposure to other price risks and no exposure to foreign currency risk.

Interest rate risk

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Council's interest rate liability risk arises primarily from long term loans and borrowings at fixed rates which exposes Council to fair value interest rate risk. Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Council has minimal exposure to cash flow interest rate risk through its cash and deposits that are at floating rates.

Investment of surplus funds is made with approved financial institutions under the Local Government Act 1989. Council manages interest rate risk by adopting an investment policy that ensures:

- diversification of investment product;
- monitoring of return on investment; and
- benchmarking of returns and comparison with budget.

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Swan Hill Rural City Council

2020/2021 Financial Report

Notes to the Financial Statements for the year ended 30 June 2021

Note 8. Managing uncertainties (continued)

There has been no significant change in the Council's exposure, or its objectives, policies and processes for managing interest rate risk or the methods used to measure this risk from the previous reporting period.

Interest rate movements have significantly affected the return expected on invested funds during the year. This impacted the surplus by \$420,000.

(c) Credit risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause Council to make a financial loss. Council has exposure to credit risk on some financial assets included in the balance sheet. Particularly significant areas of credit risk exist in relation to outstanding fees and fines as well as loans and receivables from sporting clubs and associations. To help manage this risk:

- Council has a policy for establishing credit limits for the entities Council deals with;
- Council may require collateral where appropriate; and
- Council only invests surplus funds with financial institutions which have a recognised credit rating specified in Council's investment policy.

Receivables consist of a large number of customers, spread across the ratepayer, business and government sectors. Credit risk associated with the Council's financial assets is minimal because the main debtor is secured by a charge over the rateable property.

There are no material financial assets which are individually determined to be impaired.

Council may also be subject to credit risk for transactions which are not included in the balance sheet, such as when Council provides a guarantee for another party. Details of our contingent liabilities are disclosed in Note 8.1(b).

The maximum exposure to credit risk at the reporting date to recognised financial assets is the carrying amount, net of any provisions for impairment of those assets, as disclosed in the balance sheet and notes to the financial statements. Council does not hold any collateral.

(d) Liquidity risk

Liquidity risk includes the risk that, as a result of Council's operational liquidity requirements it will not have sufficient funds to settle a transaction when required or will be forced to sell a financial asset at below value or may be unable to settle or recover a financial asset.

To help reduce these risks Council:

- have a liquidity policy which targets a minimum and average level of cash and cash equivalents to be maintained;
- have readily accessible standby facilities and other funding arrangements in place;
- have a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments;
- monitor budget to actual performance on a regular basis; and
- set limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal repayments to rate revenue.

The Council's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed on the face of the balance sheet and the amounts related to financial guarantees disclosed in Note 8.1(c), and is deemed insignificant based on prior periods' data and current assessment of risk.

There has been no significant change in Council's exposure, or its objectives, policies and processes for managing liquidity risk or the methods used to measure this risk from the previous reporting period.

With the exception of borrowings, all financial liabilities are expected to be settled within normal terms of trade. Details of the maturity profile for borrowings are disclosed at Note 5.4.

Unless otherwise stated, the carrying amounts of financial instruments reflect their fair value.

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Swan Hill Rural City Council

2020/2021 Financial Report

Notes to the Financial Statements for the year ended 30 June 2021

Note 8. Managing uncertainties (continued)

(e) Sensitivity disclosure analysis

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, Council believes the following movements are 'reasonably possible' over the next 12 months:

- A parallel shift of + 0.50% and - 0.25% in market interest rates (AUD) from year-end rates of 0.25%.

These movements will not have a material impact on the valuation of Council's financial assets and liabilities, nor will they have a material impact on the results of Council's operations.

8.4 Fair value measurement

Fair Value Hierarchy

Council's financial assets and liabilities are not valued in accordance with the fair value hierarchy, Council's financial assets and liabilities are measured at amortised cost.

Council measures certain assets and liabilities at fair value where required or permitted by Australian Accounting Standards. AASB 13 Fair value measurement, aims to improve consistency and reduce complexity by providing a definition of fair value and a single source of fair value measurement and disclosure requirements for use across Australian Accounting Standards.

AASB 13 defines fair value as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. Fair value under AASB 13 is an exit price regardless of whether that price is directly observable or estimated using another valuation technique.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within a fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

- Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities
- Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and
- Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For the purpose of fair value disclosures, Council has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above. In addition, Council determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

Revaluation

Subsequent to the initial recognition of assets, non-current physical assets, other than plant and equipment, are measured at their fair value, being the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date. At balance date, the Council reviewed the carrying value of the individual classes of assets measured at fair value to ensure that each asset materially approximated its fair value. Where the carrying value materially differed from the fair value at balance date, the class of asset was revalued.

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use of an asset result in changes to the permissible or practical highest and best use of the asset. In addition, Council undertakes a formal revaluation of land, buildings, and infrastructure assets on a regular basis ranging from 2 to 5 years. The valuation is performed either by experienced council officers or independent experts.

Where the assets are revalued, the revaluation increments are credited directly to the asset revaluation reserve except to the extent that an increment reverses a prior year decrement for that class of asset that had been recognised as an expense in which case the increment is recognised as revenue up to the amount of the expense. Revaluation decrements are recognised as an expense except where prior increments are included in the asset revaluation reserve for that class of asset in which case the decrement is taken to the reserve to the extent of the remaining increments. Within the same class of assets, revaluation increments and decrements within the year are offset.

Impairment of assets

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Notes to the Financial Statements for the year ended 30 June 2021

Note 8. Managing uncertainties (continued)

At each reporting date, the Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs of disposal and value in use, is compared to the assets carrying value. Any excess of the assets carrying value over its recoverable amount is expensed to the comprehensive income statement, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.

8.5 Events occurring after balance date

There have been no significant events occurring after the balance date which may affect the Council's operations or the results of those operations, except for noting that the COVID-19 pandemic is ongoing and it is not practicable to estimate the potential impact after the reporting date.

Swan Hill Rural City Council

2020/2021 Financial Report

Notes to the Financial Statements
for the year ended 30 June 2021

Note 9. Other matters

	Balance at beginning of reporting period \$ '000	Increment (decrement) \$ '000	Balance at end of reporting period \$ '000
9.1 Reserves			
(a) Asset revaluation reserves 2021			
Property			
Land and land improvements	25,415	–	25,415
Buildings	29,320	–	29,320
	<u>54,735</u>	<u>–</u>	<u>54,735</u>
Culture and heritage assets			
Pioneer Settlement vehicles & vessels	517	1,157	1,674
Pioneer Settlement site exhibits	724	666	1,390
Artworks	1,635	–	1,635
Pioneer Settlement buildings	4,002	–	4,002
Water rights	2,429	–	2,429
	<u>9,307</u>	<u>1,823</u>	<u>11,130</u>
Infrastructure			
Footpaths and cycleways	15,283	–	15,283
Drainage	17,723	–	17,723
Recreational, leisure and community facilities	7,374	–	7,374
Waste management	–	102	102
Parks, open space and streetscapes	2,831	–	2,831
Sealed roads	83,561	–	83,561
Unsealed roads	15,976	–	15,976
Other infrastructure	3,204	–	3,204
	<u>145,952</u>	<u>102</u>	<u>146,054</u>
Total asset revaluation reserves	<u>209,994</u>	<u>1,925</u>	<u>211,919</u>

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Notes to the Financial Statements
for the year ended 30 June 2021

Note 9. Other matters (continued)

	Balance at beginning of reporting period \$ '000	Increment (decrement) \$ '000	Balance at end of reporting period \$ '000
2020			
Property			
Land and land improvements	19,383	6,032	25,415
Buildings	15,889	13,431	29,320
	<u>35,272</u>	<u>19,463</u>	<u>54,735</u>
Culture and heritage assets			
Pioneer Settlement vehicles & vessels	517	–	517
Pioneer Settlement site exhibits	724	–	724
Artworks	1,635	–	1,635
Pioneer Settlement buildings	4,096	(94)	4,002
Water rights	2,122	307	2,429
	<u>9,094</u>	<u>213</u>	<u>9,307</u>
Infrastructure			
Footpaths and cycleways	15,283	–	15,283
Drainage	15,648	2,075	17,723
Recreational, leisure and community facilities	1,911	5,463	7,374
Parks, open space and streetscapes	–	2,831	2,831
Sealed roads	83,561	–	83,561
Unsealed roads	15,976	–	15,976
Other infrastructure	1,923	1,281	3,204
	<u>134,302</u>	<u>11,650</u>	<u>145,952</u>
Total asset revaluation reserves	<u>178,668</u>	<u>31,326</u>	<u>209,994</u>

The asset revaluation reserve is used to record the increased (net) value of Council's assets over time.

Swan Hill Rural City Council

2020/2021 Financial Report

Notes to the Financial Statements
for the year ended 30 June 2021

Note 9. Other matters (continued)

	2021 \$ '000	2020 \$ '000
9.2 Reconciliation of cash flows from operating activities to surplus/(deficit)		
Surplus/(deficit) for the year	19,079	7,598
Depreciation/amortisation	10,162	9,787
Impairment losses	690	304
Profit/(loss) on disposal of property, infrastructure, plant and equipment	(554)	(191)
Contributions - non monetary assets	(10)	(45)
Amounts disclosed in financing activities	349	348
Works in progress expensed	-	11
Other	-	53
Change in assets and liabilities:		
(Increase)/decrease in trade and other receivables	271	(922)
(Increase)/decrease in inventories	78	(10)
(Increase)/decrease in prepayments	25	-
Increase/(decrease) in accrued income	64	-
Increase/(decrease) in other assets	-	188
Increase/(decrease) in trade and other payables	764	(236)
Increase/(decrease) in provisions	93	312
(Decrease)/increase in other liabilities	(8)	53
Increase/(decrease) in Unearned income	(2,212)	2,222
Net cash provided by/(used in) operating activities	28,791	19,472

9.3 Superannuation

Council makes all of its employer superannuation contributions in respect of its employees to the Local Authorities Superannuation Fund (the Fund). This Fund has two categories of membership, accumulation and defined benefit, each of which is funded differently. Obligations for contributions to the Fund are recognised as an expense in Comprehensive Income Statement when they are made or due.

Accumulation

The Fund's accumulation categories, Vision MySuper/Vision Super Saver, receives both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2021, this was 9.5% as required under Superannuation Guarantee (SG) legislation). Council's Enterprise Agreement (EA) also includes an additional employer superannuation contribution for staff who 'opted in' to the arrangement, in lieu of cash payment. This has increased to 1.5% over the three year term of the 2018 agreement.

Defined Benefit

Council does not use defined benefit accounting for its defined benefit obligations under Fund's Defined Benefit category. This is because the Fund's Defined Benefit category is a pooled multi-employer sponsored plan.

There is no proportional split of the defined benefit liabilities, assets or costs between the participating employers as the defined benefit obligation is a floating obligation between the participating employers and the only time that the aggregate obligation is allocated to specific employers is when a call is made. As a result, the level of participation of Council in the Fund cannot be measured as a percentage compared with other participating employers. Therefore, the Fund Actuary is unable to allocate benefit liabilities, assets and costs between employers for the purposes of AASB 119.

Funding Arrangements

Council makes employer contributions to the Defined Benefit category of the Fund at rates determined by the Trustee on the advice of the Fund Actuary.

continued on next page ...

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Swan Hill Rural City Council

2020/2021 Financial Report

Notes to the Financial Statements for the year ended 30 June 2021

Note 9. Other matters (continued)

A triennial actuarial review for the Defined Benefit category as at 30 June 2020 was conducted and completed by the due date of 31 December 2020. The vested benefit index (VBI) of the Defined Benefit category of which Council is a contributing employer was 104.6%. The financial assumptions used to calculate the VBIs were:

Net investment returns 5.6% pa
Salary information 2.5% pa for two years and 2.75% pa thereafter
Price inflation (CPI) 2.0% pa.

As at 30 June 2021, an interim actuarial investigation is underway as the Fund provides lifetime pensions in the Defined Benefit category.

Vision Super has advised that the VBI at 30 June 2021 was 109.7%. The financial assumptions used to calculate this VBI were:

Net investment returns 4.8% pa
Salary information 2.75% pa
Price inflation (CPI) 2.25% pa.

The VBI is used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2020 actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category's funding arrangements from prior years.

Employer contributions

Regular contributions

On the basis of the results of the 2020 triennial actuarial investigation conducted by the Fund Actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2021, this rate was 9.5% of members' salaries (9.5% in 2019/20). This rate is expected to increase in line with any increases in the SG contribution rate and was reviewed a part of the 30 June 2020 triennial valuation.

In addition, Council reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

Funding calls

If the Defined Benefit category is in an unsatisfactory financial position at an actuarial investigation or the Defined Benefit category's VBI is below its shortfall limit at any time other than the date of the actuarial investigation, the Defined Benefit category has a shortfall for the purposes of SPS 160 and the Fund is required to put a plan in place so that the shortfall is fully funded within three years of the shortfall occurring. The Fund monitors its VBI on a quarterly basis and the Fund has set its shortfall limit at 97%.

In the event that the Fund Actuary determines that there is a shortfall based on the above requirement, the Fund's participating employers (including Council) are required to make an employer contribution to cover the shortfall.

Using the agreed methodology, the shortfall amount is apportioned between the participating employers based on the pre-1 July 1993 and post-30 June 1993 service liabilities of the Fund's Defined Benefit category, together with the employer's payroll at 30 June 1993 and at the date the shortfall has been calculated.

Due to the nature of the contractual obligations between the participating employers and the Fund, and that the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund will be wound up. If there is a surplus in the Fund, the surplus cannot be returned to the participating employers.

In the event that a participating employer is wound-up, the defined benefit obligations of that employer will be transferred to that employer's successor.

The 2020 triennial actuarial investigation surplus amounts

An actuarial investigation is conducted annually for the Defined Benefit category of which Council is a contributing employer. Generally, a full actuarial investigation is conducted every three years and interim actuarial investigations are conducted for each intervening year. A full investigation was conducted as at 30 June 2020.

continued on next page ...

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Swan Hill Rural City Council

2020/2021 Financial Report

Notes to the Financial Statements
for the year ended 30 June 2021

Note 9. Other matters (continued)

The Fund's actuarial investigations identified the following for the Defined Benefit category of which Council is a contributing employer:

	2020 (Triennial) \$m	2019 (Interim) \$m
- A VBI Surplus	100.0	151.3
- A total service liability surplus	200.0	233.4
- A discounted accrued benefits surplus	217.8	256.7

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2020.

The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses as at 30 June 2020.

The discounted accrued benefit surplus means that the current value of the assets in the Fund's Defined Benefit category exceeds the value of benefits payable in the future but accrued in respect of service to 30 June 2020.

Council was notified of the 30 June 2020 VBI during August 2020.

The 2021 interim actuarial investigation

An interim actuarial investigation is being conducted for the Fund's position as at 30 June 2021 as the Fund provides lifetime pensions in the Defined Benefit category. It is anticipated that this actuarial investigation will be completed by October 2021.

Superannuation contributions

Contributions by Council (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2021 are detailed below:

Scheme	Type of scheme	Rate	2021 \$ '000	2020 \$ '000
Vision Super	Defined benefit	9.5%	138	174
Vision Super	Accumulation fund	11.0%	1,589	1,501

Swan Hill Rural City Council

2020/2021 Financial Report

Notes to the Financial Statements for the year ended 30 June 2021

Note 10. Changes in accounting policies

i) Impact of adoption of new accounting standards

AASB 1059 Service Concession Arrangements: Grantors (AASB 1059) (applies 2020/21 for LG Sector)

It is not expected that this standard will have any significant impact on Council.

AASB 2018-7 Amendments to Australian Accounting Standards - Definition of Material (applies 2020/21 for LG Sector)

It is not expected that this standard will have any significant impact on Council.

AASB 2019-1 Amendments to Australian Accounting Standards - References to the Conceptual Framework (applies 2020/21 for LG Sector)

It is not expected that this standard will have any significant impact on Council.

B.21.94 INSTRUMENT OF APPOINTMENT AND AUTHORISATION

Responsible Officer: Chief Executive Officer
File Number: S16-08-02-04
Attachments: 1 [↓](#) Authorised Officer - Kate Jewell

Declarations of Interest:

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

Summary

Many of the functions and powers of Council staff stem from their appointment as Authorised Officers. Kate Jewell has been appointed as Development Manager and requires Council approval to be an Authorised Officer in the performance of duties.

Discussion

Council's Chief Executive Officer has the power to authorise various members of Council staff under the instrument of delegation issued by Council. However, advice from Council's solicitors recommends the appointment of planning officers as Authorised Officers by Council under section 147(4) of the *Planning and Environment Act 1987* (the Act).

As a result, this report seeks Council approval for Kate Jewell to be appointed as an Authorised Officer.

Council Plan Strategy Addressed

Governance and leadership - Effective and efficient utilisation of resources.

Options

Council may choose to adopt or amend the recommendation.

Recommendations

That Council:

- 1. Appoint Kate Jewell as an authorised officer as set out in the attached instrument.**
- 2. Resolve that the instrument takes effect upon signing and sealing and remains in force until varied or revoked.**
- 3. Sign and seal the instruments as soon as possible.**

**Instrument of Appointment and Authorisation
(Planning and Environment Act 1987)**

In this instrument "officer" means -

Kate Jewell

By this instrument of appointment and authorisation Swan Hill Rural City Council -

- 1. under section 147(4) of the *Planning and Environment Act 1987* - appoints the officer to be an authorised officer for the purposes of the *Planning and Environment Act 1987* and the regulations made under that Act; and
- 2. under section 313 of the *Local Government Act 2020* authorises the officer generally to institute proceedings for offences against the Acts and regulations described in this instrument.

It is declared that this instrument -

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

This instrument is authorised by a resolution of the Swan Hill Rural City Council on 20th April 2021.

THE COMMON SEAL)
 SWAN HILL RURAL CITY COUNCIL)
 Was hereunto affixed in the presence of:)

.....Councillor

.....Councillor

.....Chief Executive Officer

B.21.95 S5 INSTRUMENT OF DELEGATION TO THE CHIEF EXECUTIVE OFFICER

Responsible Officer: Chief Executive Officer
File Number: S74-00-23
Attachments:
1 [↓](#) Maddocks Letter 22-07-2021
2 [↓](#) S5 Delegation to CEO

Declarations of Interest:

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

Summary

Section 11 of the Local Government Act (2020) enables Council to delegate to the Chief Executive Officer, with specified exemptions, 'any power, duty or function of a council under this Act or any other Act' and delegate the Chief Executive Officer the power to delegate a power of the Council, other than power of delegation, to another member of council staff.

Maddocks, in their attached letter, has recommended that Council should refresh the Chief Executive Officer's delegations on a regular basis.

Discussion

In order to comply with the various legislative requirements, Council delegates a range of powers and responsibilities to the Chief Executive Officer. These delegations are made in accordance with section 11 of the Local Government Act 2020.

The delegation of Council powers and obligations are managed by the Maddocks 'delegations and authorisations service'. Maddocks monitors changes to State legislation, and every six months provides a listing of the sections of legislation that a municipality could delegate to enable efficient and effective delivery of services.

As per letter attached from Maddocks dated 22 July 2021 it has been advised that all Instruments of Delegation should be updated, or refreshed, on a regular basis to ensure that they incorporate all recent legislative developments. This includes the Instrument of Delegation to Council's Chief Executive Officer, even though it is expressed in general terms.

The delegation to the Chief Executive Officer is a 'delegation by exception'.

Consultation

This is a statutory requirement of Council and as such consultation is not part of the process.

Financial Implications

Not applicable.

Social Implications

Ensures the CEO has the appropriate delegation to implement the Council Plan.

Economic Implications

Ensures the CEO has the appropriate delegation to implement the Council Plan.

Environmental Implications

Ensures the CEO has the appropriate delegation to implement the Council Plan.

Risk Management Implications

Appropriate delegation ensures the organisation can run effectively and efficiently.

Council Plan Strategy Addressed

Governance and leadership - Effective and efficient utilisation of resources.

Options

1. That Council adopt the delegations as presented.
2. That Council adopt the delegations with variations, noting that the efficiency of Council operations would be affected.

Recommendations

That Council:

1. **Exercise the powers conferred by section 11 of the Local Government Act 2020 and the other legislation referred to in the attached Instrument of Delegation to the Chief Executive Officer as attached.**
2. **Delegate to the person holding the position of Chief Executive Officer, or Acting Chief Executive Officer, the powers, duties and functions set out in the attached Instrument of Delegation to the Chief Executive Officer as attached to the report, subject to the conditions and limitations specified in that Instrument.**



Maddocks

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Email Letter

<p>From Maryam Popal</p> <p>Direct 03 9258 3305</p> <p>Partner Melanie Olynyk</p>	<p>Date 22 July 2021</p> <p>Email Maryam.Popal@maddocks.com.au</p>
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Date Rec'd	23 JUL 2021	File #	S16-08-01
Workflow	GO	Doc #	
Copies	DCS	Security	
BW/Col			
Comments			

Our Ref MSB:MARP:628721

Dear subscriber

Delegations and Authorisations Service Update Mid-year update for 2021

We are pleased to provide you with the mid-year update to the Delegations and Authorisations Service for 2021. This takes into account legislative changes which were assented to, or made, on or after 22 January 2021, which affect council's powers, duties and functions.

The update is contained on our Delegations and Authorisations Website, which can be accessed by clicking the following link: <https://indepth.maddocks.com.au>.

As always, please carefully review this explanatory letter and refer to the updated instruments to ensure that you are aware of the recent legislative changes that affect your council's delegations and authorisations.

Changes made in this Update

This update amends our S2, S5, S6, S7, S11, S12 and S13 Instruments. We have outlined *some* of the changes to each Instrument below. We have also recently introduced some new Instruments, as part of the mini-update on the commencement of the *Environment Protection Act 2017 (EPA 2017)* that you would have received in June. These new Instruments are also briefly outlined below.

1. Changes to the S2 Council Resolution, Delegation to Chief Executive Officer (S2)

We have slightly amended the wording used in paragraph 2 of the S2. That is, where councils opt for the Chief Executive Officer's Instrument of Delegation to come into force immediately upon the resolution being made, noting that the instrument is then to be signed by the Council's Chief Executive Officer and the Mayor.

2. Changes to the S5 Instrument of Delegation, Council to Chief Executive Officer (S5)

We have included execution clauses to the S5, where councils opt for the S5 to be signed by the Council's Chief Executive Officer and the Mayor.

3. Changes to the S6 Instrument of Delegation, from Council to members of Council staff (S6)

The following changes have been made to the S6:

[628721: 30136837_1]

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- 3.1. ss 15(1) and (2) of the *Cemeteries and Crematoria Act 2003* have been removed.
- 3.2. the *Environment Protection Act 1970* has been removed.
- 3.3. ss 36A, 36B and 40F of the *Food Act 1984* are now in force.
- 3.4. ss 4H, 4I, 18, 21(2), 26(1), 26(2), 28(1), 28(2), 28(4), 41(1), 41(2), 42(2), 49(2), 51, 57(5), 70, 97G(6), 179(2) of the *Planning and Environment Act 1987* have been amended to reflect the changes made under the *Planning and Environment Amendment Act 2021*, in particular the new requirement to make certain information/documents available in accordance with the public availability requirements.
- 3.5. ss 91ZU(1), 91ZZC(1), 91ZZE(1), 91ZZE(3), 206AZA(2), 207ZE(2) of the *Residential Tenancies Act 1997* are now in force.
- 3.6. the *Residential Tenancies Regulations 2021* has been inserted and is in force.

Remember to include the CEO as a delegate if you want them to have the ability to exercise any of the powers, duties and functions contained in the S6.

4. Changes to the S7 Instrument of Sub-delegation, from CEO to members of Council staff (S7)

The following changes have been made to the S7:

- 4.1. ss 2.6.21B(1) and (2) under the *Education and Training Reform Act 2006* have been inserted. These provisions commenced on 24 March 2021.
- 4.2. the *Environment Protection Act 1970* has been removed.
- 4.3. the EPA 2017 has been inserted by virtue of the *Environment Protection Amendment Act 2018* and is in force.
- 4.4. the *Environment Protection Regulations 2021* has been inserted and is in force.
- 4.5. the *Gender Equality Act 2020* is now in force.
- 4.6. ss 73(5), 74(1), 74(5), 75, 76(3), 76(4), 82, 103, 109(1), 114(2)(a), 114(2)(b), 114(2)(c), 115(1), 115(3), 115(4), 116(1), 117(1)(a), 117(1)(b), 117(3), 119, 120(1), 121, 121(4) under the *Local Government Act 2020* have now commenced.
- 4.7. ss 94(6), 101(1), 119(2), 119(2A), 119(3), 119(4), 120(1), 120(2)(a), 120(2)(b), 120(3), 136(1), 140(1), 140(2)(a), 140(2)(b), 140(2)(c), 140(2)(d), 140(2)(e), 140(2)(f), 140(2)(g), 140(3), 141, 142(1), 142(3)(a), 142(3)(b), 142(3)(c), 143(a), 143(b), 143(c), 143(d), 143(e), 186(1), 186(3), 186A(8), 189(2)(a), 189(2)(b), 190, 190(3), 208A, 208D, 208E(1), 208E(2), 208E(3), 208F, 208G, 208H(3), 225(1)(a), 225(1)(b), 225(3), 227, 227AA, 227A(1), 229(1), 229(3), sch 6 cl 2, 4 and 5 under the *Local Government Act 1989* have been removed as they have now been repealed.
- 4.8. s 181H *Local Government Act 1989* has been inserted.
- 4.9. s 75(3) of the *Professional Engineers Registration Act 2019* has now commenced.
- 4.10. ss 78A(1) and (2) of the *Public Health and Wellbeing Act 2008* have now commenced.
- 4.11. the *Dangerous Goods (Explosives) Regulations 2011* has repealed and substituted with the *Dangerous Goods (Explosives) Regulations 2021*, which is now in force.
- 4.12. the *Local Government (Long Service Leave) Regulations 2021* has been inserted and has now commenced.



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The Instrument of Delegation of Council powers under the EPA 2017 (**S18A**) distributed as part of the recent mini-update in light of the commencement of the EPA 2017 **is no longer required** as these powers have now been incorporated into the S7.

5. Changes to the S13 Instrument of Delegation, from CEO to members of Council staff (S13)

The following changes have been made to the S13:

- 5.1. the *Environment Protection Act 1970* has been removed.
- 5.2. ss 46(1)(a), 46(1)(b), 46(3)(a), 46(3)(b), 46(4)(a), 46(4)(b), 46(4)(c), 46(5), 46(6), 48(1), 48(2), 49(1), 49(4), 109(2), 121, 122 of the *Local Government Act 2020* are now in force.
- 5.3. the *Local Government Act 1989* has been removed as ss 94A(2), 94(3), 94A(3), 94B(1), 94B(3), 94D, 95AA(1), 95AA(3), 95B(5), 95B(6), 97A(2), 181C, 229(2)(b), 230, 231 have now been repealed.
- 5.4. s 142 of the *Planning and Environment Act 1987* has been inserted and s 143 has been removed.

6. Changes to the S11 Instrument of Appointment and Authorisation (S11)

The following changes have been made to the S11:

- 6.1. the *Environment Protection Act 1970* has been removed from Part A.
- 6.2. a footnote has been inserted against the *Land Act 1958* under Part A, to note that the authorisation requires the consent of the Minister (under s 190 of the Act).
- 6.3. s 216C of the *Building Act 1993* has been inserted under Part B to enable Council to appoint the Municipal Building Surveyor for the purposes of carrying out functions in respect of land outside of the municipal district.
- 6.4. inserted appointments made by councils under the EPA 2017 – in particular, s 114 for the appointment of a litter enforcement officer and s 171 for the appointment of a residential noise enforcement officer, both of whom must be members of Council staff.
- 6.5. inserted power to institute proceedings under the EPA 2017 - in particular, ss 170(2), 170(4) and 170(6) with respect to enforcement of unreasonable and aggravated noise and s 347(4) with respect to litter and other waste.

The Instrument of Appointment and Authorisation made by councils under the EPA 2017 (**S11C**) distributed as part of the recent mini-update in light of the commencement of the EPA 2017 **is no longer required** as it has now been incorporated into the S11.

7. Changes to the S12 Instrument of Delegation and Authorisation by the Municipal Building Surveyor (S12)

The following changes have been made to the S12:

- 7.1. the *Cladding Safety Victoria Act 2020* has been removed as there no power to sub-delegation given to the Municipal Building Surveyor.
- 7.2. the *Melbourne Strategic Assessment (Environment Mitigation Levy) Act 2020* has been removed as there is no power of sub-delegation given to the Municipal Building Surveyor.

8. New Instrument of Delegation under the EPA 2017, from Council to members of Council staff (S18)

As part of the recent mini-update on the commencement of the EPA 2017 in June, we introduced the S18 in light of the Instrument of Delegation of the Environment Protection Authority (**EPA**)



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dated 4 June 2021, which gave councils the power to exercise the EPA's powers and functions under the EPA 2017 only for the purpose of regulating:

- onsite wastewater management systems with a design or actual flow rate of sewage not exceeding 5000 litres on any day; and
- noise from the construction, demolition or removal of residential premises.

By virtue of s 437(2) of the EPA 2017, councils have the power to sub-delegate these powers to members of Council staff.

The S18 applies to members of Council staff that are appointed as authorised officers. Therefore, when using the S18 to subdelegate EPA's powers to members of Council staff (as authorised officers), councils must simultaneously formally appoint the members as authorised officers under s 242(2) of the EPA 2017 – see next.

9. New Instrument of Appointment and Authorisation under the EPA 2017 (S11B)

Further to the above, we also introduced the S11B in light of the Instrument of Delegation of EPA dated 4 June 2021 and the Instrument of Direction of the EPA dated 4 June 2021. Where councils have sub-delegated EPA powers and functions under s 437(2) of the EPA 2017 to members of Council staff as authorised officers, authorised officers must be authorised under s 242(2) of the EPA 2017 and must exercise the powers in accordance with the EPA's Instrument of Direction.

10. New Council Resolutions under the EPA 2017

We have introduced two new council resolutions for the S18 (new S3A Council Resolution) and S11B (new S10B Council Resolution).

Local Laws

While this has been mentioned in our previous updates, we again remind councils of the importance of delegating not only the powers, duties and functions existing under legislation, but also any council powers, duties and functions existing in any local laws made by their council.

Our Delegations and Authorisations Service covers only the former and so it is up to each council to ensure that it reviews all of its local laws and, where appropriate, delegates relevant powers, duties and functions.

Updating Your Instruments

As always, we recommend that you re-make all of your council delegations regularly to ensure that they remain up to date and cover all relevant provisions. This includes the S5 Instrument.

If you have any questions about this Update, please direct your queries to Maryam Popal (maryam.popal@maddocks.com.au) or myself (melanie.olynyk@maddocks.com.au).

Yours sincerely
Maddocks

Transmission authorised by:
Melanie Olynyk
Partner

INSTRUMENT OF DELEGATION

**S5 INSTRUMENT OF DELEGATION TO THE CHIEF EXECUTIVE
OFFICER**

19 OCTOBER 2021

Instrument of Delegation

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

AND declares that

1. this Instrument of Delegation is authorised by a Resolution of Council passed on 19 October 2021;
2. the delegation
 - 2.1 is subject to any conditions and limitations set out in the Schedule;
 - 2.2 must be exercised in accordance with any guidelines or policies which Council from time to time adopts; and
 - 2.3 remains in force until Council resolves to vary or revoke it.

Delegation Sources

- Local Government Act 2020

Titles

Abbreviation	Position
CEO	Chief Executive Officer

S5 Instrument of Delegation to the Chief Executive Officer

Local Government Act 2020			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
11(1)	<p>SCHEDULE</p> <p>The power to</p> <ol style="list-style-type: none"> 1. determine any issue; 2. take any action; or 3. do any act or thing <p>arising out of or connected with any duty imposed, or function or power conferred on Council by or under any Act.</p>	CEO	<p>The delegate must not determine the issue, take the action or do the act or thing</p> <ol style="list-style-type: none"> 1. if the issue, action, act or thing is an issue, action, act or thing which involves 1.1 entering into a contract exceeding the value of \$1,000,000; 1.2 making any expenditure that exceeds \$1,000,000 (unless it is expenditure made under a contract already entered into or is expenditure which Council is, by or under legislation, required to make in which case it must not exceed \$2,000,000); 1.3 appointing an Acting Chief Executive Officer for a period exceeding 28 days; 1.4 electing a Mayor or Deputy Mayor; 1.5 granting a reasonable request for leave under s 35 of the Act; 1.6 making any decision in relation to the employment, dismissal or removal of the Chief Executive Officer; 1.7 approving or amending the Council Plan; 1.8 adopting or amending any policy that Council is required to adopt under the Act; 1.9 adopting or amending the Governance Rules; 1.10 appointing the chair or the members to a delegated committee; 1.11 making, amending or revoking a local law; 1.12 approving the Budget or Revised Budget; 1.13 approving the borrowing of money;

Local Government Act 2020			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
			<p>1. 14 subject to section 181H(1)(b) of the Local Government Act 1989, declaring general rates, municipal charges, service rates and charges and specified rates and charges;</p> <p>2. if the issue, action, act or thing is an issue, action, act or thing which is required by law to be done by Council resolution;</p> <p>3. if the issue, action, act or thing is an issue, action or thing which Council has previously designated as an issue, action, act or thing which must be the subject of a Resolution of Council;</p> <p>4. if the determining of the issue, taking of the action or doing of the act or thing would or would be likely to involve a decision which is inconsistent with a</p> <p>4. 1 policy; or</p> <p>4. 2 strategy</p> <p>adopted by Council;</p> <p>5. if the determining of the issue, the taking of the action or the doing of the act or thing cannot be the subject of a lawful delegation, whether on account of s 11(2)(a)-(n) (inclusive) of the Act or otherwise; or</p> <p>6. the determining of the issue, the taking of the action or the doing of the act or thing is already the subject of an exclusive delegation to another member of Council staff.</p>

**B.21.96 S6 INSTRUMENT OF DELEGATION TO MEMBERS OF COUNCIL
STAFF S74-00-23**

Responsible Officer:	Chief Executive Officer
File Number:	S74-00-23
Attachments:	1 ↓ Maddocks Letter 22-07-2021
	2 ↓ S6 Delegation to members of Council Staff
	3 ↓ Additional S6

Declarations of Interest:

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

Summary

In order to deliver services to the community and discharge obligations placed on Council by legislation in an efficient and effective manner, Council has in place a range of delegations to members of Council staff. Periodically these delegations need to be reviewed and, if appropriate, updated. This report recommends changes to some delegations made by Council to members of Council staff.

The changes are the result of legislative changes to the relevant Acts, or changes to position titles or organisational structure.

The vast majority of the delegations have not changed.

Some new Acts or Regulations have come into force. Delegations for these new Acts or Regulations are included in the attached document.

Discussion

In order to comply with the various legislative requirements, Council delegates a range of powers and accountabilities to appropriately qualified and experienced members of Council staff. These delegations are made in accordance with section 11 of the Local Government Act 2020. A delegation may be made subject to limitations on these powers, such as the need to inform Council of a determination.

The powers and obligations delegated are mostly procedural in nature, allowing the delivery of services in accordance with Council policy, adopted strategies and plans, the approved budget, and discharging Council obligations in accordance with legislative requirements.

The delegation of powers and obligations to Council staff by Council is managed by the Maddocks 'delegations and authorisations service'. Maddocks monitors changes to State legislation, and every six months provides a listing of the sections of legislation that a municipality could delegate to enable efficient and effective delivery of services.

The six monthly reviews of legislative changes have resulted in the recommended amendments in the attached document which are summarised in the attached letter from Maddocks.

Council delegations are made to positions in the organisation rather than to individual members of staff to avoid the need to change the delegation upon the departure of a staff member or the staff member taking up a different position in the Council.

Consultation

Community consultation is not appropriate for the subject of this report.

Financial Implications

Ensures staff have the appropriate delegation to implement the Council Plan.

Social Implications

Ensures staff have the appropriate delegation to implement the Council Plan.

Economic Implications

Ensures staff have the appropriate delegation to implement the Council Plan.

Environmental Implications

Ensures staff have the appropriate delegation to implement the Council Plan.

Risk Management Implications

Appropriate delegation ensures that the organisation can operate efficiently and effectively.

Council Plan Strategy Addressed

Governance and leadership - Effective and efficient utilisation of resources.

Options

1. That Council adopt the delegations as presented.
2. That Council adopt the delegations with variations, noting that the efficiency of Council operations would be affected.

Recommendations

That Council:

- 1. Amend the schedule of delegated authorities, duties and functions of the various officers as detailed in the attached document.**

- 2. a) Delegate to the members of Council staff holding or acting in the officer's position referred to in the Instrument of Delegation the powers, duties and functions once amended by the attached changes, subject to the conditions and limitations specified in that amended Instrument.**

b) Revoke all the previous delegations related to the amended instrument on the coming into force of the amended instrument.



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Email Letter

<p>From Maryam Popal</p> <p>Direct 03 9258 3305</p> <p>Partner Melanie Olynyk</p>	<p>Date 22 July 2021</p> <p>Email Maryam.Popal@maddocks.com.au</p>
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Our Ref MSB:MARP:628721

Dear subscriber

Delegations and Authorisations Service Update Mid-year update for 2021

We are pleased to provide you with the mid-year update to the Delegations and Authorisations Service for 2021. This takes into account legislative changes which were assented to, or made, on or after 22 January 2021, which affect council's powers, duties and functions.

The update is contained on our Delegations and Authorisations Website, which can be accessed by clicking the following link: <https://indepth.maddocks.com.au>.

As always, please carefully review this explanatory letter and refer to the updated instruments to ensure that you are aware of the recent legislative changes that affect your council's delegations and authorisations.

Changes made in this Update

This update amends our S2, S5, S6, S7, S11, S12 and S13 Instruments. We have outlined *some* of the changes to each Instrument below. We have also recently introduced some new Instruments, as part of the mini-update on the commencement of the *Environment Protection Act 2017 (EPA 2017)* that you would have received in June. These new Instruments are also briefly outlined below.

1. Changes to the S2 Council Resolution, Delegation to Chief Executive Officer (S2)

We have slightly amended the wording used in paragraph 2 of the S2. That is, where councils opt for the Chief Executive Officer's Instrument of Delegation to come into force immediately upon the resolution being made, noting that the instrument is then to be signed by the Council's Chief Executive Officer and the Mayor.

2. Changes to the S5 Instrument of Delegation, Council to Chief Executive Officer (S5)

We have included execution clauses to the S5, where councils opt for the S5 to be signed by the Council's Chief Executive Officer and the Mayor.

3. Changes to the S6 Instrument of Delegation, from Council to members of Council staff (S6)

The following changes have been made to the S6:

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- 3.1. ss 15(1) and (2) of the *Cemeteries and Crematoria Act 2003* have been removed.
- 3.2. the *Environment Protection Act 1970* has been removed.
- 3.3. ss 36A, 36B and 40F of the *Food Act 1984* are now in force.
- 3.4. ss 4H, 4I, 18, 21(2), 26(1), 26(2), 28(1), 28(2), 28(4), 41(1), 41(2), 42(2), 49(2), 51, 57(5), 70, 97G(6), 179(2) of the *Planning and Environment Act 1987* have been amended to reflect the changes made under the *Planning and Environment Amendment Act 2021*, in particular the new requirement to make certain information/documents available in accordance with the public availability requirements.
- 3.5. ss 91ZU(1), 91ZZC(1), 91ZZE(1), 91ZZE(3), 206AZA(2), 207ZE(2) of the *Residential Tenancies Act 1997* are now in force.
- 3.6. the *Residential Tenancies Regulations 2021* has been inserted and is in force.

Remember to include the CEO as a delegate if you want them to have the ability to exercise any of the powers, duties and functions contained in the S6.

4. Changes to the S7 Instrument of Sub-delegation, from CEO to members of Council staff (S7)

The following changes have been made to the S7:

- 4.1. ss 2.6.21B(1) and (2) under the *Education and Training Reform Act 2006* have been inserted. These provisions commenced on 24 March 2021.
- 4.2. the *Environment Protection Act 1970* has been removed.
- 4.3. the EPA 2017 has been inserted by virtue of the *Environment Protection Amendment Act 2018* and is in force.
- 4.4. the *Environment Protection Regulations 2021* has been inserted and is in force.
- 4.5. the *Gender Equality Act 2020* is now in force.
- 4.6. ss 73(5), 74(1), 74(5), 75, 76(3), 76(4), 82, 103, 109(1), 114(2)(a), 114(2)(b), 114(2)(c), 115(1), 115(3), 115(4), 116(1), 117(1)(a), 117(1)(b), 117(3), 119, 120(1), 121, 121(4) under the *Local Government Act 2020* have now commenced.
- 4.7. ss 94(6), 101(1), 119(2), 119(2A), 119(3), 119(4), 120(1), 120(2)(a), 120(2)(b), 120(3), 136(1), 140(1), 140(2)(a), 140(2)(b), 140(2)(c), 140(2)(d), 140(2)(e), 140(2)(f), 140(2)(g), 140(3), 141, 142(1), 142(3)(a), 142(3)(b), 142(3)(c), 143(a), 143(b), 143(c), 143(d), 143(e), 186(1), 186(3), 186A(8), 189(2)(a), 189(2)(b), 190, 190(3), 208A, 208D, 208E(1), 208E(2), 208E(3), 208F, 208G, 208H(3), 225(1)(a), 225(1)(b), 225(3), 227, 227AA, 227A(1), 229(1), 229(3), sch 6 cl 2, 4 and 5 under the *Local Government Act 1989* have been removed as they have now been repealed.
- 4.8. s 181H *Local Government Act 1989* has been inserted.
- 4.9. s 75(3) of the *Professional Engineers Registration Act 2019* has now commenced.
- 4.10. ss 78A(1) and (2) of the *Public Health and Wellbeing Act 2008* have now commenced.
- 4.11. the *Dangerous Goods (Explosives) Regulations 2011* has repealed and substituted with the *Dangerous Goods (Explosives) Regulations 2021*, which is now in force.
- 4.12. the *Local Government (Long Service Leave) Regulations 2021* has been inserted and has now commenced.



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The Instrument of Delegation of Council powers under the EPA 2017 (**S18A**) distributed as part of the recent mini-update in light of the commencement of the EPA 2017 **is no longer required** as these powers have now been incorporated into the S7.

5. Changes to the S13 Instrument of Delegation, from CEO to members of Council staff (S13)

The following changes have been made to the S13:

- 5.1. the *Environment Protection Act 1970* has been removed.
- 5.2. ss 46(1)(a), 46(1)(b), 46(3)(a), 46(3)(b), 46(4)(a), 46(4)(b), 46(4)(c), 46(5), 46(6), 48(1), 48(2), 49(1), 49(4), 109(2), 121, 122 of the *Local Government Act 2020* are now in force.
- 5.3. the *Local Government Act 1989* has been removed as ss 94A(2), 94(3), 94A(3), 94B(1), 94B(3), 94D, 95AA(1), 95AA(3), 95B(5), 95B(6), 97A(2), 181C, 229(2)(b), 230, 231 have now been repealed.
- 5.4. s 142 of the *Planning and Environment Act 1987* has been inserted and s 143 has been removed.

6. Changes to the S11 Instrument of Appointment and Authorisation (S11)

The following changes have been made to the S11:

- 6.1. the *Environment Protection Act 1970* has been removed from Part A.
- 6.2. a footnote has been inserted against the *Land Act 1958* under Part A, to note that the authorisation requires the consent of the Minister (under s 190 of the Act).
- 6.3. s 216C of the *Building Act 1993* has been inserted under Part B to enable Council to appoint the Municipal Building Surveyor for the purposes of carrying out functions in respect of land outside of the municipal district.
- 6.4. inserted appointments made by councils under the EPA 2017 – in particular, s 114 for the appointment of a litter enforcement officer and s 171 for the appointment of a residential noise enforcement officer, both of whom must be members of Council staff.
- 6.5. inserted power to institute proceedings under the EPA 2017 - in particular, ss 170(2), 170(4) and 170(6) with respect to enforcement of unreasonable and aggravated noise and s 347(4) with respect to litter and other waste.

The Instrument of Appointment and Authorisation made by councils under the EPA 2017 (**S11C**) distributed as part of the recent mini-update in light of the commencement of the EPA 2017 **is no longer required** as it has now been incorporated into the S11.

7. Changes to the S12 Instrument of Delegation and Authorisation by the Municipal Building Surveyor (S12)

The following changes have been made to the S12:

- 7.1. the *Cladding Safety Victoria Act 2020* has been removed as there no power to sub-delegation given to the Municipal Building Surveyor.
- 7.2. the *Melbourne Strategic Assessment (Environment Mitigation Levy) Act 2020* has been removed as there is no power of sub-delegation given to the Municipal Building Surveyor.

8. New Instrument of Delegation under the EPA 2017, from Council to members of Council staff (S18)

As part of the recent mini-update on the commencement of the EPA 2017 in June, we introduced the S18 in light of the Instrument of Delegation of the Environment Protection Authority (**EPA**)



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dated 4 June 2021, which gave councils the power to exercise the EPA's powers and functions under the EPA 2017 only for the purpose of regulating:

- onsite wastewater management systems with a design or actual flow rate of sewage not exceeding 5000 litres on any day; and
- noise from the construction, demolition or removal of residential premises.

By virtue of s 437(2) of the EPA 2017, councils have the power to sub-delegate these powers to members of Council staff.

The S18 applies to members of Council staff that are appointed as authorised officers. Therefore, when using the S18 to subdelegate EPA's powers to members of Council staff (as authorised officers), councils must simultaneously formally appoint the members as authorised officers under s 242(2) of the EPA 2017 – see next.

9. New Instrument of Appointment and Authorisation under the EPA 2017 (S11B)

Further to the above, we also introduced the S11B in light of the Instrument of Delegation of EPA dated 4 June 2021 and the Instrument of Direction of the EPA dated 4 June 2021. Where councils have sub-delegated EPA powers and functions under s 437(2) of the EPA 2017 to members of Council staff as authorised officers, authorised officers must be authorised under s 242(2) of the EPA 2017 and must exercise the powers in accordance with the EPA's Instrument of Direction.

10. New Council Resolutions under the EPA 2017

We have introduced two new council resolutions for the S18 (new S3A Council Resolution) and S11B (new S10B Council Resolution).

Local Laws

While this has been mentioned in our previous updates, we again remind councils of the importance of delegating not only the powers, duties and functions existing under legislation, but also any council powers, duties and functions existing in any local laws made by their council.

Our Delegations and Authorisations Service covers only the former and so it is up to each council to ensure that it reviews all of its local laws and, where appropriate, delegates relevant powers, duties and functions.

Updating Your Instruments

As always, we recommend that you re-make all of your council delegations regularly to ensure that they remain up to date and cover all relevant provisions. This includes the S5 Instrument.

If you have any questions about this Update, please direct your queries to Maryam Popal (maryam.popal@maddocks.com.au) or myself (melanie.olynyk@maddocks.com.au).

Yours sincerely
Maddocks

Transmission authorised by:
Melanie Olynyk
Partner

INSTRUMENT OF DELEGATION

S6 INSTRUMENT OF DELEGATION - MEMBERS OF STAFF

19 OCTOBER 2021

Instrument of Delegation

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

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

Titles

- AO: Authorised Officer
- BS: Building Surveyor
- CEO: Chief Executive Officer
- CSRO: Customer Service & Revenue Officer
- DCS: Director Corporate Services
- DDP: Director Development & Planning
- DI: Director Infrastructure
- DM: Development Manager
- EAM: Enterprise Asset Manager
- EHO: Environmental Health Officer
- EM: Engineering Manager
- FM: Finance Manager
- MBS: Municipal Building Surveyor
- MERO: Municipal Emergency Resource Officer
- MFPO: Municipal Fire Prevention Officer
- ND: Not Delegated - Not Delegated
- PHRSC: Public Health & Regulatory Services Co-ordinator
- PM: Project Manager
- PO: Planning Officer
- PP: Principal Planner
- SRO: Senior Revenue Officer
- WM: Works Manager

3. declares that:

3.1 this Instrument of Delegation is authorised by Council passed on 19 October 2021; and

3.2 the delegation:

3.2.1 remains in force until varied or revoked;

3.2.2 is subject to any conditions and limitations set out in sub-paragraph 3.3, and the Schedule; and

3.2.3 must be exercised in accordance with any guidelines or policies which Council from time to time adopts; and

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

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

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

(a) policy; or

(b) strategy

adopted by Council;

3.3.3 if the determining of the issue, the taking of the action or the doing of the act or thing cannot be the subject of a lawful delegation; or

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

Delegation Sources

- Domestic Animals Act 1994
- Food Act 1984
- Heritage Act 2017
- Local Government Act 1989
- Planning and Environment Act 1987
- Residential Tenancies Act 1997
- Road Management Act 2004
- Planning and Environment Regulations 2015
- Planning and Environment (Fees) Regulations 2016
- Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2020
- Residential Tenancies Regulations 2021
- Road Management (General) Regulations 2016
- Road Management (Works and Infrastructure) Regulations 2015

S6 Instrument of Delegation - Members of Staff

Domestic Animals Act 1994			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 41A(1)	Power to declare a dog to be a menacing dog	DDP, PHRSC	Council may delegate this power to a Council authorised officer
Food Act 1984			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 19(2)(a)	Power to direct by written order that the food premises be put into a clean and sanitary condition	DDP, EHO, PHRSC	If s 19(1) applies
s 19(2)(b)	Power to direct by written order that specified steps be taken to ensure that food prepared, sold or handled is safe and suitable	DDP, EHO, PHRSC	If s 19(1) applies
s 19(3)	Power to direct by written order that the food premises not be kept or used for the sale, or handling for sale, of any food, or for the preparation of any food, or for any other specified purpose, or for the use of any specified equipment or a specified process	DDP	If s 19(1) applies

Food Act 1984			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
			Only in relation to temporary food premises or mobile food premises
s 19(4)(a)	Power to direct that an order made under s 19(3)(a) or (b), (i) be affixed to a conspicuous part of the premises, and (ii) inform the public by notice in a published newspaper or otherwise	DDP, EHO, PHRSC	If s 19(1) applies
s 19(6)(a)	Duty to revoke any order under section 19 if satisfied that an order has been complied with	EHO, PHRSC	If s 19(1) applies
s 19(6)(b)	Duty to give written notice of revocation under section 19(6)(a) if satisfied that an order has been complied with	EHO, PHRSC	If s 19(1) applies
s 19AA(2)	Power to direct, by written order, that a person must take any of the actions described in (a)-(c).	DDP, EHO, PHRSC	Where Council is the registration authority

Food Act 1984			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 19AA(4)(c)	Power to direct, in an order made under s 19AA(2) or a subsequent written order, that a person must ensure that any food or class of food is not removed from the premises	DDP, EHO, PHRSC	Note: the power to direct the matters under s 19AA(4)(a) and (b) not capable of delegation and so such directions must be made by a Council resolution
s 19AA(7)	Duty to revoke order issued under s 19AA and give written notice of revocation, if satisfied that that order has been complied with	DDP, EHO, PHRSC	Where Council is the registration authority
s 19CB(4)(b)	Power to request copy of records	EHO, PHRSC	Where Council is the registration authority
s 19E(1)(d)	Power to request a copy of the food safety program	EHO, PHRSC	Where Council is the registration authority
s 19GB	Power to request proprietor to provide written details of the name, qualification or experience of the current food safety supervisor	EHO, PHRSC	Where Council is the registration authority
s 19M(4)(a) & (5)	Power to conduct a food safety audit and take actions where deficiencies are identified	DDP, EHO	Where Council is the registration authority

Food Act 1984			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 19NA(1)	Power to request food safety audit reports	EHO, PHRSC	Where Council is the registration authority
s 19U(3)	Power to waive and vary the costs of a food safety audit if there are special circumstances	EHO, PHRSC	
s 19UA	Power to charge fees for conducting a food safety assessment or inspection	EHO, PHRSC	Except for an assessment required by a declaration under s 19C or an inspection under ss 38B(1)(c) or 39.
s 19W	Power to direct a proprietor of a food premises to comply with any requirement under Part IIIB	EHO, PHRSC	Where Council is the registration authority
s 19W(3)(a)	Power to direct a proprietor of a food premises to have staff at the premises undertake training or instruction	DDP, EHO, PHRSC	Where Council is the registration authority

Food Act 1984			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 19W(3)(b)	Power to direct a proprietor of a food premises to have details of any staff training incorporated into the minimum records required to be kept or food safety program of the premises	EHO, PHRSC	Where Council is the registration authority
	Power to register, renew or transfer registration	DDP, EHO, PHRSC	Where Council is the registration authority refusal to grant/renew/transfer registration must be ratified by Council or the CEO (see s 58A(2))
s 36A	Power to accept an application for registration or notification using online portal	DDP, EHO, PHRSC	Where Council is the registration authority
s 36B	Duty to pay the charge for use of online portal	DDP, EHO, PHRSC	Where Council is the registration authority

Food Act 1984			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 38AA(5)	Power to (a) request further information; or (b) advise the proprietor that the premises must be registered if the premises are not exempt	EHO, PHRSC	Where Council is the registration authority
s 38AB(4)	Power to fix a fee for the receipt of a notification under s 38AA in accordance with a declaration under s 38AB(1)	ND	Where Council is the registration authority
s 38A(4)	Power to request a copy of a completed food safety program template	EHO, PHRSC	Where Council is the registration authority
s 38B(1)(a)	Duty to assess the application and determine which class of food premises under s 19C the food premises belongs	EHO, PHRSC	Where Council is the registration authority
s 38B(1)(b)	Duty to ensure proprietor has complied with requirements of s 38A	EHO, PHRSC	Where Council is the registration authority

Food Act 1984			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 38B(2)	Duty to be satisfied of the matters in s 38B(2)(a)-(b)	EHO, PHRSC	Where Council is the registration authority
s 38D(1)	Duty to ensure compliance with the applicable provisions of s 38C and inspect the premises if required by s 39	EHO, PHRSC	Where Council is the registration authority
s 38D(2)	Duty to be satisfied of the matters in s 38D(2)(a)-(d)	EHO, PHRSC	Where Council is the registration authority
s 38D(3)	Power to request copies of any audit reports	EHO, PHRSC	Where Council is the registration authority
s 38E(2)	Power to register the food premises on a conditional basis	DDP, EHO, PHRSC	Where Council is the registration authority not exceeding the prescribed time limit defined under s 38E(5)

Food Act 1984			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 38E(4)	Duty to register the food premises when conditions are satisfied	EHO, PHRSC	Where Council is the registration authority
s 38F(3)(b)	Power to require proprietor to comply with requirements of this Act	EHO, PHRSC	Where Council is the registration authority
s 38G(1)	Power to require notification of change of the food safety program type used for the food premises	DDP, EHO, PHRSC	Where Council is the registration authority
s 38G(2)	Power to require the proprietor of the food premises to comply with any requirement of the Act	DDP, EHO, PHRSC	Where Council is the registration authority
s 39A	Power to register, renew or transfer food premises despite minor defects	DDP, EHO, PHRSC	Where Council is the registration authority Only if satisfied of matters in s 39A(2)(a)-(c)

Food Act 1984			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 40(2)	Power to incorporate the certificate of registration in one document with any certificate of registration under Part 6 of the Public Health and Wellbeing Act 2008	EHO, PHRSC	
s 40C(2)	Power to grant or renew the registration of food premises for a period of less than 1 year	EHO, PHRSC	Where Council is the registration authority
s 40D(1)	Power to suspend or revoke the registration of food premises	ND	Where Council is the registration authority
s 40F	Power to cancel registration of food premises	DDP, PHRSC	Where Council is the registration authority
s 43F(6)	Duty to be satisfied that registration requirements under Division 3 have been met prior to registering, transferring or renewing registration of a component of a food business	EHO, PHRSC	Where Council is the registration authority

Food Act 1984			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 43F(7)	Power to register the components of the food business that meet requirements in Division 3 and power to refuse to register the components that do not meet the requirements	DDP, PHRSC	Where Council is the registration authority
s 46(5)	Power to institute proceedings against another person where the offence was due to an act or default by that other person and where the first person charged could successfully defend a prosecution, without proceedings first being instituted against the person first charged	EHO, PHRSC	Where Council is the registration authority

Heritage Act 2017			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 116	Power to sub-delegate Executive Director's functions, duties or powers	CEO, DDP, DM	Must first obtain Executive Director's written consent Council can only sub-delegate if the Instrument of Delegation from the Executive Director authorises sub-delegation

Local Government Act 1989			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 185L(4)	Power to declare and levy a cladding rectification charge	CEO	

Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 4B	Power to prepare an amendment to the Victorian Planning Provisions	ND	If authorised by the Minister
s 4G	Function of receiving prescribed documents and a copy of the Victorian Planning Provisions from the Minister	DDP, DM, PO, PP	
s 4H	Duty to make amendment to Victoria Planning Provisions available in accordance with public availability requirements	DDP, DM	

Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 41	Duty to keep Victorian Planning Provisions and other documents available in accordance with public availability requirements	DDP, DM, PO, PP	
s 8A(2)	Power to prepare amendment to the planning scheme where the Minister has given consent under s 8A	DDP, DM, PP	
s 8A(3)	Power to apply to Minister to prepare an amendment to the planning scheme	ND	
s 8A(5)	Function of receiving notice of the Minister's decision	DDP, DM, PP	
s 8A(7)	Power to prepare the amendment specified in the application without the Minister's authorisation if no response received after 10 business days	DDP, DM	

Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 8B(2)	Power to apply to the Minister for authorisation to prepare an amendment to the planning scheme of an adjoining municipal district	DDP, DM, PP	
s 12(3)	Power to carry out studies and do things to ensure proper use of land and consult with other persons to ensure co-ordination of planning scheme with these persons	DDP, DM, PO, PP	
s 12A(1)	Duty to prepare a municipal strategic statement (including power to prepare a municipal strategic statement under s19 of the Planning and Environment (Planning Schemes) Act 1996)	ND	
s 12B(1)	Duty to review planning scheme	ND	
s 12B(2)	Duty to review planning scheme at direction of Minister	ND	

Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s.12B(5)	duty to report findings of review of planning scheme to Minister without delay	ND	
s 14	duties of a Responsible Authority as set out in s 14(a) to (d)	ND	
s 17(1)	Duty of giving copy amendment to the planning scheme	DDP, DM, PO, PP	
s 17(2)	Duty of giving copy s 173 agreement	DDP, DM, PO, PP	
s 17(3)	Duty of giving copy amendment, explanatory report and relevant documents to the Minister within 10 business days	CEO, DDP, DM, PO, PP	
s 18	Duty to make amendment etc. available in accordance with public availability requirements	DDP, DM, PO, PP	

Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 19	Power to give notice, to decide not to give notice, to publish notice of amendment to a planning scheme and to exercise any other power under s 19 to a planning scheme	DDP, DM, PP	
s 19	Function of receiving notice of preparation of an amendment to a planning scheme	DDP, DM, PP	Where Council is not the planning authority and the amendment affects land within Council's municipal district; or Where the amendment will amend the planning scheme to designate Council as an acquiring authority.
s 20(1)	Power to apply to Minister for exemption from the requirements of s 19	CEO, DDP, DM, PP	
s 21(2)	Duty to make submissions available in accordance with public availability requirements	DDP, DM, PO, PP	

Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 21A(4)	Duty to publish notice	DDP, DM, PO, PP	
s 22	Duty to consider all submissions	CEO, DDP	Except submissions which request a change to the items in s 22(5)(a) and (b)
s 23(1)(b)	Duty to refer submissions which request a change to the amendment to a panel	DDP, DM	
s 23(2)	Power to refer to a panel submissions which do not require a change to the amendment	CEO, DDP, DM, PP	
s 24	Function to represent Council and present a submission at a panel hearing (including a hearing referred to in s 96D)	DDP, DM, PO, PP	

Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 26(1)	Power to make report available for inspection in accordance with the requirements set out in s 197B of the Act	DDP, DM, PP	
s 26(2)	Duty to keep report of panel available in accordance with public availability requirements	DDP, DM, PO, PP	
s 27(2)	Power to apply for exemption if panel's report not received	DDP, DM, PP	
s 28(1)	Duty to notify the Minister if abandoning an amendment	DDP, DM, PP	Note: the power to make a decision to abandon an amendment cannot be delegated
s 28(2)	Duty to publish notice of the decision on Internet site	DM, PO, PP	

Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 28(4)	Duty to make notice of the decision available on Council's Internet site for a period of at least 2 months	DM, PO, PP	
s 30(4)(a)	Duty to say if amendment has lapsed	DDP, DM, PO, PP	
s 30(4)(b)	Duty to provide information in writing upon request	DDP, DM, PO, PP	
s 32(2)	Duty to give more notice if required	DDP, DM, PO, PP	
s 33(1)	Duty to give more notice of changes to an amendment	DDP, DM, PO, PP	
s 36(2)	Duty to give notice of approval of amendment	DDP, DM, PO, PP	

Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 38(5)	Duty to give notice of revocation of an amendment	DDP, DM, PP	
s 39	Function of being a party to a proceeding commenced under s 39 and duty to comply with determination by VCAT	ND	
s 40(1)	Function of lodging copy of approved amendment	DDP, DM, PO, PP	
s 41(1)	Duty to make a copy of an approved amendment available in accordance with the public availability requirements during inspection period	DDP, DM, PO, PP	
s 41(2)	Duty to make a copy of an approved amendment and any documents lodged with it available in person in accordance with the requirements set out in s 197B of the Act after the inspection period ends	DM, PO, PP	

Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 42(2)	Duty to make copy of planning scheme available in accordance with the public availability requirements	DDP, DM, PM, PO	
s 46AAA	Duty to prepare an amendment to a planning scheme that relates to Yarra River land that is not inconsistent with anything in a Yarra Strategic Plan which is expressed to be binding on the responsible public entity	ND	Where Council is a responsible public entity and is a planning authority Note: this provision is not yet in force, and will commence on the day on which the initial Yarra Strategic Plan comes into operation. It will affect a limited number of councils
s 46AW	Function of being consulted by the Minister	CEO, DDP	Where Council is a responsible public entity
s 46AX	Function of receiving a draft Statement of Planning Policy and written direction in relation to the endorsement of the draft Statement of Planning Policy	DDP, DM	Where Council is a responsible public entity
	Power to endorse the draft Statement of Planning Policy		

Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 46AZC(2)	Duty not to prepare an amendment to a declared area planning scheme that is inconsistent with a Statement of Planning Policy for the declared area that is expressed to be binding on the responsible public entity	DDP, DM, PO, PP	Where Council is a responsible public entity
s 46AZK	Duty not to act inconsistently with any provision of the Statement of Planning Policy that is expressed to be binding on the public entity when performing a function or duty or exercising a power in relation to the declared area	DDP, DM, PO, PP	Where Council is a responsible public entity
s 46GI(2)(b)(i)	Power to agree to a lower rate of standard levy for a class of development of a particular type of land than the rate specified in a Minister's direction	DDP, DM	Where Council is the planning authority, the municipal Council of the municipal district in which the land is located and/or the development agency
s 46GJ(1)	Function of receiving written directions from the Minister in relation to the preparation and content of infrastructure contributions plans	DDP, DM	
s 46GK	Duty to comply with a Minister's direction that applies to Council as the planning authority	DDP, DM	

Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 46GN(1)	Duty to arrange for estimates of values of inner public purpose land	DDP, DM	
s 46GO(1)	Duty to give notice to owners of certain inner public purpose land	DDP, DM	
s 46GP	Function of receiving a notice under s 46GO	DDP, DM	Where Council is the collecting agency
s 46GQ	Function of receiving a submission from an affected owner who objects to the estimated value per hectare (or other appropriate unit of measurement) of the inner public purpose land	DDP, DM	
s 46GR(1)	Duty to consider every submission that is made by the closing date for submissions included in the notice under s 46GO	DDP, DM	
s 46GR(2)	Power to consider a late submission	DDP, DM	
	Duty to consider a late submission if directed to do so by the Minister		
s 46GS(1)	Power to accept or reject the estimate of the value of the inner public purpose land in a submission made under s 46GQ	ND	

Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 46GS(2)	Duty, if Council rejects the estimate of the value of the inner public purpose land in the submission, to refer the matter to the valuer-general, and notify the affected owner of the rejection and that the matter has been referred to the valuer-general	DDP	
s 46GT(2)	Duty to pay half of the fee fixed by the valuer-general for arranging and attending the conference	DDP	
s 46GT(4)	Function of receiving, from the valuer-general, written confirmation of the agreement between the planning authority's valuer and the affected owner's valuer as to the estimated value of the inner public purpose land	DDP, PM	
s 46GT(6)	Function of receiving, from the valuer-general, written notice of a determination under s 46GT(5)	DDP, PM	
s 46GU	Duty not to adopt an amendment under s.29 to an infrastructure contributions plan that specifies a land credit amount or a land equalisation amount that relates to a parcel of land in the ICP plan area of the plan unless the criteria in s 46GU(1)(a) and (b) are met	DDP, PM	

Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 46GV(3)	Function of receiving the monetary component and any land equalisation amount of the infrastructure contribution	DDP, PM	Where Council is the collecting agency
	Power to specify the manner in which the payment is to be made		
s 46GV(3)(b)	Power to enter into an agreement with the applicant	DDP, PM	Where Council is the collecting agency
s 46GV(4)(a)	Function of receiving the inner public purpose land in accordance with s 46GV(5) and (6)	DDP, PM	Where Council is the development agency
s 46GV(4)(b)	Function of receiving the inner public purpose land in accordance with s 46GV(5) and (6)	DDP, PM	Where Council is the collecting agency
s 46GV(7)	Duty to impose the requirements set out in s 46GV(3) and (4) as conditions on the permit applied for by the applicant to develop the land in the ICP plan area	DDP, DM	
s 46GV(9)	Power to require the payment of a monetary component or the provision of the land component of an infrastructure contribution to be secured to Council's satisfaction	DDP, DM	Where Council is the collecting agency

Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 46GX(1)	Power to accept works, services or facilities in part or full satisfaction of the monetary component of an infrastructure contribution payable	DDP, DM	Where Council is the collecting agency
s 46GX(2)	Duty, before accepting the provision of works, services or facilities by an applicant under s 46GX(1), to obtain the agreement of the development agency or agencies specified in the approved infrastructure contributions plan	DDP, DM	Where Council is the collecting agency
s 46GY(1)	Duty to keep proper and separate accounts and records	DCS, DDP	Where Council is the collecting agency
s 46GY(2)	Duty to keep the accounts and records in accordance with the Local Government Act 2020	DCS, DDP	Where Council is the collecting agency
s 46GZ(2)(a)	Duty to forward any part of the monetary component that is imposed for plan preparation costs to the planning authority that incurred those costs	DCS, DDP	Where Council is the collecting agency under an approved infrastructure contributions plan This duty does not apply where Council is that planning authority

Planning and Environment Act 1987				
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations	
s 46GZ(2)(a)	Function of receiving the monetary component	DCS, DDP	Where the Council is the planning authority This duty does not apply where Council is also the collecting agency	
s 46GZ(2)(b)	Duty to forward any part of the monetary component that is imposed for the provision of works, services or facilities to the development agency that is specified in the plan, as responsible for those works, services or facilities	DDP, DM	Where Council is the collecting agency under an approved infrastructure contributions plan This provision does not apply where Council is also the relevant development agency	
s 46GZ(2)(b)	Function of receiving the monetary component	DDP, DM	Where Council is the development agency under an approved infrastructure contributions plan	

Planning and Environment Act 1987				
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations	
			This provision does not apply where Council is also the collecting agency	
s 46GZ(4)	Duty to use any land equalisation amounts to pay land credit amounts under s 46GZ(7), except any part of those amounts that are to be forwarded to a development agency under s 46GZ(5)	DDP	Where Council is the collecting agency under an approved infrastructure contributions plan	
s 46GZ(5)	Duty to forward any part of a land equalisation amount required for the acquisition of outer public purpose land by a development agency specified in the approved infrastructure contributions plan to that development agency	DDP, DI, FM	Where Council is the collecting agency under an approved infrastructure contributions plan This provision does not apply where Council is also the relevant development agency	
s 46GZ(5)	Function of receiving any part of a land equalisation amount required for the acquisition of outer public purpose land	DDP, DI, FM	Where Council is the development agency specified in the approved infrastructure contributions plan	

Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
			This provision does not apply where Council is also the collecting agency
s 46GZ(7)	Duty to pay to each person who must provide an infrastructure contribution under the approved infrastructure contributions plan any land credit amount to which the person is entitled under s 46GW	DDP, DI, FM	Where Council is the collecting agency under an approved infrastructure contributions plan
s 46GZ(9)	Duty to transfer the estate in fee simple in the land to the development agency specified in the approved infrastructure contributions plan as responsible for the use and development of that land	DDP	If any inner public purpose land is vested in Council under the Subdivision Act 1988 or acquired by Council before the time it is required to be provided to Council under s 46GV(4) Where Council is the collecting agency under an approved infrastructure contributions plan This duty does not apply where Council is also the development agency

Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 46GZ(9)	Function of receiving the fee simple in the land	DDP	Where Council is the development agency under an approved infrastructure contributions plan This duty does not apply where Council is also the collecting agency
s 46GZA(1)	Duty to keep proper and separate accounts and records	DDP	Where Council is the development agency under an approved infrastructure contributions plan
s 46GZA(2)	Duty to keep the accounts and records in accordance with the Local Government Act 2020	DDP	Where Council is a development agency under an approved infrastructure contributions plan
s 46GZB(3)	Duty to follow the steps set out in s 46GZB(3)(a) – (c)	DDP	Where Council is a development agency under an approved infrastructure contributions plan
s 46GZB(4)	Duty, in accordance with requirements of the VPA, to report on the use of the infrastructure contribution in the development agency's annual report and provide reports on the use of the infrastructure contribution to the VPA	DDP	If the VPA is the collecting agency under an approved infrastructure contributions plan

Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
			Where Council is a development agency under an approved infrastructure contributions plan
s 46GGZD(2)	Duty, within 6 months after the date on which the approved infrastructure contributions plan expires, to follow the steps set out in s 46GGZD(2)(a) and (b)	DDP	Where Council is the development agency under an approved infrastructure contributions plan
s 46GGZD(3)	Duty to follow the steps set out in s 46GGZD(3)(a) and (b)	DDP	Where Council is the collecting agency under an approved infrastructure contributions plan
s 46GGZD(5)	Duty to make payments under s 46GGZD(3) in accordance with ss 46GGZD(5)(a) and 46GGZD(5)(b)	DDP	Where Council is the collecting agency under an approved infrastructure contributions plan
s 46GZE(2)	Duty to forward the land equalisation amount back to the collecting agency within 6 months after the expiry date if any part of a land equalisation amount paid or forwarded to a development agency for acquiring outer public purpose land has not been expended by the development agency to acquire that land at the date on which the approved infrastructure contributions plan expires	DDP	Where Council is the development agency under an approved infrastructure contributions plan This duty does not apply where Council is also the collecting agency

Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 46GZE(2)	Function of receiving the unexpended land equalisation amount	DDP, DM	Where Council is the collecting agency under an approved infrastructure contributions plan This duty does not apply where Council is also the development agency
s 46GZE(3)	Duty, within 12 months after the date on which the approved infrastructure contributions plan expires, to follow the steps set out in s 46GZE(3)(a) and (b)	DDP, DM	Where Council is the collecting agency under an approved infrastructure contributions plan
s 46GZF(2)	Duty, within 12 months after the date on which the approved infrastructure contributions plan expires, to use the public purpose land for a public purpose approved by the Minister or sell the public purpose land	DDP, DM	Where Council is the development agency under an approved infrastructure contributions plan
s 46GZF(3)	Duty, if land is sold under s.46GZF(2)(b), to follow the steps in s.46GZF(3)(a) and (b)	DDP, DM	Where Council is the development agency under an approved infrastructure contributions plan

Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 46GZF(3)	s 46GZF(3)(a) function of receiving proceeds of sale	DDP, DM	Where Council is the collection agency under an approved infrastructure contributions plan This provision does not apply where Council is also the development agency
s 46GZF(4)	Duty to divide the proceeds of the public purpose land among the current owners of each parcel of land in the ICP plan area and pay each current owner a portion of the proceeds in accordance with s 46GZF(5)	DCS, DDP	Where Council is the collecting agency under an approved infrastructure contributions plan
s 46GZF(6)	Duty to make the payments under s 46GZF(4) in accordance with s 46GZF(6)(a) and (b)	DCS, DDP	Where Council is the collecting agency under an approved infrastructure contributions plan
s 46GZH	Power to recover the monetary component, or any land equalisation amount of the land component, payable under Part 3AB as a debt in any court of competent jurisdiction	DCS, DDP	Where Council is the collecting agency under an approved infrastructure contributions plan
s 46GZI	Duty to prepare and give a report to the Minister at the times required by the Minister	DDP	Where Council is a collecting agency or development agency

Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 46GZK	Power to deal with public purpose land which has vested in, been acquired by, or transferred to, Council	DDP	Where Council is a collecting agency or development agency
s 46LB(3)	Duty to publish, on Council's Internet site, the payable dwelling amount for a financial year on or before 1 July of each financial year for which the amount is adjusted under s 46LB (2)	DCS, DDP	
s 46N(1)	Duty to include condition in permit regarding payment of development infrastructure levy	DDP, DM, PO, PP	
s 46N(2)(c)	Function of determining time and manner for receipt of development contributions levy	DDP, DM, PO, PP	
s 46N(2)(d)	Power to enter into an agreement with the applicant regarding payment of development infrastructure levy	DDP, DM, PP	

Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 46O(1)(a) & (2)(a)	Power to ensure that community infrastructure levy is paid, or agreement is in place, prior to issuing building permit	DDP, DM, PP	
s 46O(1)(d) & (2)(d)	Power to enter into agreement with the applicant regarding payment of community infrastructure levy	DDP, DM, PP	
s 46P(1)	Power to require payment of amount of levy under s 46N or s 46O to be satisfactorily secured	DDP, DM, PP	
s 46P(2)	Power to accept provision of land, works, services or facilities in part or full payment of levy payable	DDP, DM, PP	
s 46Q(1)	Duty to keep proper accounts of levies paid	DCS, DM, PO, PP, SRO	

Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 46Q(1A)	Duty to forward to development agency part of levy imposed for carrying out works, services, or facilities on behalf of development agency or plan preparation costs incurred by a development agency	DDP, DM, PP	
s 46Q(2)	Duty to apply levy only for a purpose relating to the provision of plan preparation costs or the works, services and facilities in respect of which the levy was paid etc	DDP, DM, PP	
s 46Q(3)	Power to refund any amount of levy paid if it is satisfied the development is not to proceed	DDP, DM, PP	Only applies when levy is paid to Council as a 'development agency'
s 46Q(4)(c)	Duty to pay amount to current owners of land in the area if an amount of levy has been paid to a municipal council as a development agency for plan preparation costs incurred by the Council or for the provision by the Council of works, services or facilities in an area under s 46Q(4)(a)	DDP, DM, PP	Must be done within six months of the end of the period required by the development contributions plan and with the consent of, and in the manner approved by, the Minister

Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 46Q(4)(d)	Duty to submit to the Minister an amendment to the approved development contributions plan	DDP, DM, PP	Must be done in accordance with Part 3
s46Q(4)(e)	Duty to expend that amount on other works etc.	DDP, DM, PP	With the consent of, and in the manner approved by, the Minister
s 46QC	Power to recover any amount of levy payable under Part 3B	DDP, DM, PP	
s 46QD	Duty to prepare report and give a report to the Minister	DDP	Where Council is a collecting agency or development agency
s 46V(3)	Duty to make a copy of the approved strategy plan (being the Melbourne Airport Environs Strategy Plan) and any documents lodged with it available	ND	

Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 46Y	Duty to carry out works in conformity with the approved strategy plan	ND	
s 47	Power to decide that an application for a planning permit does not comply with that Act	CEO, DDP, DM, PP	
s 49(1)	Duty to keep a register of all applications for permits and determinations relating to permits	DDP, DM, PO, PP	
s 49(2)	Duty to make register available for inspection in accordance with the public availability requirements	DDP, DM, PO, PP	
s 50(4)	Duty to amend application	DDP, DM, PO, PP	

Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 50(5)	Power to refuse to amend application	DDP, DM, PP	
s 50(6)	Duty to make note of amendment to application in register	DM, PO, PP	
s 50A(1)	Power to make amendment to application	DDP, DM, PO, PP	
s 50A(3)	Power to require applicant to notify owner and make a declaration that notice has been given	DDP, DM, PO, PP	
s 50A(4)	Duty to note amendment to application in register	DDP, DM, PO, PP	
s 51	Duty to make copy of application available for inspection in accordance with the public availability requirements	DDP, DM, PO, PP	

Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 52(1)(a)	Duty to give notice of the application to owners/occupiers of adjoining allotments unless satisfied that the grant of permit would not cause material detriment to any person	DDP, DM, PO, PP	
s 52(1)(b)	Duty to give notice of the application to other municipal council where appropriate	DDP, DM, PO, PP	
s 52(1)(c)	Duty to give notice of the application to all persons required by the planning scheme	DDP, DM, PO, PP	
s 52(1)(ca)	Duty to give notice of the application to owners and occupiers of land benefited by a registered restrictive covenant if may result in breach of covenant	DDP, DM, PO, PP	

Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 52(1)(cb)	Duty to give notice of the application to owners and occupiers of land benefited by a registered restrictive covenant if application is to remove or vary the covenant	DDP, DM, PO, PP	
s 52(1)(d)	Duty to give notice of the application to other persons who may be detrimentally effected	DDP, DM, PO, PP	
s.52(1AA)	Duty to give notice of an application to remove or vary a registered restrictive covenant	DDP, DM, PO, PP	
s 52(3)	Power to give any further notice of an application where appropriate	DDP, DM, PO, PP	
s 53(1)	Power to require the applicant to give notice under s 52(1) to persons specified by it	DDP, DM, PO, PP	

Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 53(1A)	Power to require the applicant to give the notice under s 52(1AA)	DDP, DM, PO, PP	
s 54(1)	Power to require the applicant to provide more information	DDP, DM, PO, PP	
s 54(1A)	Duty to give notice in writing of information required under s 54(1)	DDP, DM, PO, PP	
s 54(1B)	Duty to specify the lapse date for an application	DDP, DM, PO, PP	
s 54A(3)	Power to decide to extend time or refuse to extend time to give required information	DDP, DM, PO, PP	
s 54A(4)	Duty to give written notice of decision to extend or refuse to extend time under s 54A(3)	DDP, DM, PO, PP	

Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 55(1)	Duty to give copy application, together with the prescribed information, to every referral authority specified in the planning scheme	DDP, DM, PM, PO	
s 57(2A)	Power to reject objections considered made primarily for commercial advantage for the objector	CEO, DDP, DM, PP	
s 57(3)	Function of receiving name and address of persons to whom notice of decision is to go	DDP, DM, PO, PP	
s 57(5)	Duty to make a copy of all objections available in accordance with the public availability requirements	DDP, DM, PO, PP	
s 57A(4)	Duty to amend application in accordance with applicant's request, subject to s 57A(5)	DDP, DM, PO, PP	

Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 57A(5)	Power to refuse to amend application	DDP, DM, PP	
s 57A(6)	Duty to note amendments to application in register	DDP, DM, PO, PP	
s 57B(1)	Duty to determine whether and to whom notice should be given	DDP, DM, PO, PP	
s 57B(2)	Duty to consider certain matters in determining whether notice should be given	DDP, DM, PO, PP	
s 57C(1)	Duty to give copy of amended application to referral authority	DDP, DM, PO, PP	
s 58	Duty to consider every application for a permit	DDP, DM, PO, PP	

Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 58A	Power to request advice from the Planning Application Committee	DDP, DM, PO, PP	
s 60	Duty to consider certain matters	DDP, DM, PO, PP	
s 60(1A)	Duty to consider certain matters	DDP, DM, PO, PP	
s 60(1B)	Duty to consider number of objectors in considering whether use or development may have significant social effect	DDP, DM, PO, PP	
s 61(1)	Power to determine permit application, either to decide to grant a permit, to decide to grant a permit with conditions or to refuse a permit application	DDP, DM, PP	The permit must not be inconsistent with a cultural heritage management plan under the Aboriginal Heritage Act 2006
s 61(2)	Duty to decide to refuse to grant a permit if a relevant determining referral authority objects to grant of permit	CEO, DDP, DM, PP	

Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 61(2A)	Power to decide to refuse to grant a permit if a relevant recommending referral authority objects to the grant of permit	CEO, DDP, DM, PP	
s 61(3)(a)	Duty not to decide to grant a permit to use coastal Crown land without Minister's consent	CEO, DDP, DM, PO, PP	
s 61(3)(b)	Duty to refuse to grant the permit without the Minister's consent	CEO, DDP, DM, PO, PP	
s 61(4)	Duty to refuse to grant the permit if grant would authorise a breach of a registered restrictive covenant	DDP, DM, PP	
s 62(1)	Duty to include certain conditions in deciding to grant a permit	DDP, DM, PO, PP	

Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 62(2)	Power to include other conditions	DDP, DM, PO, PP	
s 62(4)	Duty to ensure conditions are consistent with paragraphs (a),(b) and (c)	DDP, DM, PM, PO	
s 62(5)(a)	Power to include a permit condition to implement an approved development contributions plan or an approved infrastructure contributions plan	DDP, DM, PO, PP	
s 62(5)(b)	Power to include a permit condition that specified works be provided on or to the land or paid for in accordance with s 173 agreement	DDP, DM, PO, PP	
s 62(5)(c)	Power to include a permit condition that specified works be provided or paid for by the applicant	DDP, DM, PO, PP	

Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 62(6)(a)	Duty not to include a permit condition requiring a person to pay an amount for or provide works except in accordance with ss 46N(1), 46GV(7) or 62(5)	DDP, DM, PO, PP	
s 62(6)(b)	Duty not to include a permit condition requiring a person to pay an amount for or provide works except a condition that a planning scheme requires to be included as referred to in s 62(1)(a)	DDP, DM, PO, PP	
s 63	Duty to issue the permit where made a decision in favour of the application (if no one has objected)	DDP, DM, PO, PP	
s 64(1)	Duty to give notice of decision to grant a permit to applicant and objectors	DDP, DM, PO, PP	This provision applies also to a decision to grant an amendment to a permit - see s 75
s 64(3)	Duty not to issue a permit until after the specified period	DDP, DM, PM, PO	This provision applies also to a decision to grant an amendment to a permit - see s 75

Planning and Environment Act 1987				
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations	
s 64(5)	Duty to give each objector a copy of an exempt decision	DDP, DM, PM, PO	This provision applies also to a decision to grant an amendment to a permit - see s 75	
s 64A	Duty not to issue permit until the end of a period when an application for review may be lodged with VCAT or until VCAT has determined the application, if a relevant recommending referral authority has objected to the grant of a permit	DDP, DM, PO, PP	This provision applies also to a decision to grant an amendment to a permit - see s 75A	
s 65(1)	Duty to give notice of refusal to grant permit to applicant and person who objected under s 57	DDP, DM, PM, PO		
s 66(1)	Duty to give notice under s 64 or s 65 and copy permit to relevant determining referral authorities	DDP, DM, PP		
s 66(2)	Duty to give a recommending referral authority notice of its decision to grant a permit	DDP, DM, PO, PP	If the recommending referral authority objected to the grant of the permit or the responsible authority	

Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
			decided not to include a condition on the permit recommended by the recommending referral authority
s 66(4)	Duty to give a recommending referral authority notice of its decision to refuse a permit	DDP, DM, PM, PO	If the recommending referral authority objected to the grant of the permit or the recommending referral authority recommended that a permit condition be included on the permit
s 66(6)	Duty to give a recommending referral authority a copy of any permit which Council decides to grant and a copy of any notice given under s 64 or 65	DDP, DM, PO, PP	If the recommending referral authority did not object to the grant of the permit or the recommending referral authority did not recommend a condition be included on the permit
s 69(1)	Function of receiving application for extension of time of permit	DDP, DM, PM, PO	
s 69(1A)	Function of receiving application for extension of time to complete development	DDP, DM, PP	

Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 69(2)	Power to extend time	DDP, DM, PO, PP	
s 70	Duty to make copy permit available for inspection in accordance with the public availability requirements	DDP, DM, PO, PP	
s 71(1)	Power to correct certain mistakes	DDP, DM, PP	
s 71(2)	Duty to note corrections in register	DDP, DM, PO, PP	
s 73	Power to decide to grant amendment subject to conditions	DDP, DM, PO, PP	
s 74	Duty to issue amended permit to applicant if no objectors	DDP, DM, PO, PP	

Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 76	Duty to give applicant and objectors notice of decision to refuse to grant amendment to permit	DDP, DM, PP	
s 76A(1)	Duty to give relevant determining referral authorities copy of amended permit and copy of notice	DDP, DM, PP	
s 76A(2)	Duty to give a recommending referral authority notice of its decision to grant an amendment to a permit	DDP, DM, PO, PP	If the recommending referral authority objected to the amendment of the permit or the responsible authority decided not to include a condition on the amended permit recommended by the recommending referral authority
s 76A(4)	Duty to give a recommending referral authority notice of its decision to refuse a permit	DDP, DM, PM, PO	If the recommending referral authority objected to the amendment of the permit or the recommending referral authority recommended that a permit condition be included on the amended permit
s 76A(6)	Duty to give a recommending referral authority a copy of any amended permit which Council decides to grant and a copy of any notice given under s 64 or 76	DDP, DM, PO, PP	If the recommending referral authority did not object to the amendment of the permit or the recommending

Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
			referral authority did not recommend a condition be included on the amended permit
s 76D	Duty to comply with direction of Minister to issue amended permit	DDP, DM, PO, PP	
s 83	Function of being respondent to an appeal	DDP, DM, PP	
s 83B	Duty to give or publish notice of application for review	CEO, DDP, DM, PP	
s 84(1)	Power to decide on an application at any time after an appeal is lodged against failure to grant a permit	CEO, DDP, DM, PP	
s 84(2)	Duty not to issue a permit or notice of decision or refusal after an application is made for review of a failure to grant a permit	DDP, DM, PO, PP	

Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 84(3)	Duty to tell principal registrar if decide to grant a permit after an application is made for review of its failure to grant a permit	DDP, DM, PP	
s 84(6)	Duty to issue permit on receipt of advice within 3 working days	DDP, DM, PP	
s 84AB	Power to agree to confining a review by the Tribunal	DDP, DM, PO, PP	
s 86	Duty to issue a permit at order of Tribunal within 3 working days	DDP, DM, PP	
s 87(3)	Power to apply to VCAT for the cancellation or amendment of a permit	DDP, DM, PP	
s 90(1)	Function of being heard at hearing of request for cancellation or amendment of a permit	DDP, DM, PP	

Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 91(2)	Duty to comply with the directions of VCAT	CEO, DDP, DM, PP	
s 91(2A)	Duty to issue amended permit to owner if Tribunal so directs	DDP, DM, PP	
s 92	Duty to give notice of cancellation/amendment of permit by VCAT to persons entitled to be heard under s 90	DDP, DM, PO, PP	
s 93(2)	Duty to give notice of VCAT order to stop development	DDP, DM, PO, PP	
s 95(3)	Function of referring certain applications to the Minister	DDP, DM, PO, PP	
s 95(4)	Duty to comply with an order or direction	DDP, DM, PO, PP	

Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 96(1)	Duty to obtain a permit from the Minister to use and develop its land	CEO, DDP, DM, PO, PP	
s 96(2)	Function of giving consent to other persons to apply to the Minister for a permit to use and develop Council land	DDP, DM, PO, PP	
s 96A(2)	Power to agree to consider an application for permit concurrently with preparation of proposed amendment	CEO, DDP, DM, PO, PP	
s 96C	Power to give notice, to decide not to give notice, to publish notice and to exercise any other power under s 96C	CEO, DDP, DM, PO, PP	
s 96F	Duty to consider the panel's report under s 96E	DDP, DM, PP	

Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 96G(1)	Power to determine to recommend that a permit be granted or to refuse to recommend that a permit be granted and power to notify applicant of the determination (including power to give notice under s 23 of the Planning and Environment (Planning Schemes) Act 1996)	DDP, DM, PP	
s 96H(3)	Power to give notice in compliance with Minister's direction	CEO, DDP, ND	
s 96J	Power to issue permit as directed by the Minister	DDP, DM, PP	
s 96K	Duty to comply with direction of the Minister to give notice of refusal	DDP, DM, PO, PP	
s 96Z	Duty to keep levy certificates given to it under ss 47 or 96A for no less than 5 years from receipt of the certificate	DDP, DM, PO, PP	
s 97C	Power to request Minister to decide the application	CEO, ND	

Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 97D(1)	Duty to comply with directions of Minister to supply any document or assistance relating to application	CEO, DDP, DM, PP	
s 97G(3)	Function of receiving from Minister copy of notice of refusal to grant permit or copy of any permit granted by the Minister	CEO, DDP, DM, PP	
s 97G(6)	Duty to make a copy of permits issued under s 97F available in accordance with the public availability requirements	CEO, DDP, DM, PP	
s 97L	Duty to include Ministerial decisions in a register kept under s 49	CEO, DDP, DM, PP	
s 97MH	Duty to provide information or assistance to the Planning Application Committee	DDP, DM, PP	
s 97MI	Duty to contribute to the costs of the Planning Application Committee or subcommittee	DDP, DM, PP	

Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 97O	Duty to consider application and issue or refuse to issue certificate of compliance	DDP, DM, PP	
s 97P(3)	Duty to comply with directions of VCAT following an application for review of a failure or refusal to issue a certificate	CEO, DDP, DM, PP	
s 97Q(2)	Function of being heard by VCAT at hearing of request for amendment or cancellation of certificate	CEO, DDP, DM, PP	
s 97Q(4)	Duty to comply with directions of VCAT	CEO, DDP, DM, PP	
s 97R	Duty to keep register of all applications for certificate of compliance and related decisions	CEO, DDP, DM, PP	

Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 98(1)&(2)	Function of receiving claim for compensation in certain circumstances	CEO, DDP, DM, PP	
s 98(4)	Duty to inform any person of the name of the person from whom compensation can be claimed	CEO, DDP, DM, PP	
s 101	Function of receiving claim for expenses in conjunction with claim	CEO, DDP, DM, PP	
s 103	Power to reject a claim for compensation in certain circumstances	CEO, DDP, DM, PP	
s.107(1)	function of receiving claim for compensation	CEO, DDP, DM, PP	

Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 107(3)	Power to agree to extend time for making claim	CEO, DDP, DM, PP	
s 114(1)	Power to apply to the VCAT for an enforcement order	CEO, DDP, DM, PP	
s 117(1)(a)	Function of making a submission to the VCAT where objections are received	CEO, DDP, DM, PO, PP	
s 120(1)	Power to apply for an interim enforcement order where s 114 application has been made	CEO, DDP, DM, PO, PP	
s 123(1)	Power to carry out work required by enforcement order and recover costs	DDP, DM, PP	

Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 123(2)	Power to sell buildings, materials, etc salvaged in carrying out work under s 123(1)	CEO, DDP, DM, PP	Except Crown Land
s 129	Function of recovering penalties	DDP, DM, PP	
s 130(5)	Power to allow person served with an infringement notice further time	CEO, DDP, DM, PP	
s 149A(1)	Power to refer a matter to the VCAT for determination	CEO, DDP	
s 149A(1A)	power to apply to VCAT for the determination of a matter relating to the interpretation of a s. 173 agreement	DDP, DM, PP	
s 156	Duty to pay fees and allowances (including a payment to the Crown under s 156(2A)), and payment or reimbursement for reasonable costs and expenses incurred by the panel in carrying out its functions unless the Minister directs otherwise under s 156(2B) power to ask for contribution	CEO, DDP, DM, PP	Where Council is the relevant planning authority

Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
	under s 156(3) and power to abandon amendment or part of it under s 156(4)		
s 171(2)(f)	Power to carry out studies and commission reports	CEO, DDP, ND	
s 171(2)(g)	Power to grant and reserve easements	CEO, DDP	
s 172C	Power to compulsorily acquire any outer public purpose land that is specified in the approved infrastructure contributions plan	DDP	Where Council is a development agency specified in an approved infrastructure contributions plan
s 172D(1)	Power to compulsorily acquire any inner public purpose land that is specified in the plan before the time that the land is required to be provided to Council under s 46GV(4)	DDP	Where Council is a collecting agency specified in an approved infrastructure contributions plan
s 172D(2)	Power to compulsorily acquire any inner public purpose land, the use and development of which is to be the responsibility of Council under the plan, before the time that the land is required to be provided under s 46GV(4)	DDP	Where Council is the development agency specified in an approved infrastructure contributions plan

Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 173(1)	Power to enter into agreement covering matters set out in s 174	DDP, DI, DM, EM, PP	
s 173(1A)	Power to enter into an agreement with an owner of land for the development or provision of land in relation to affordable housing	CEO	Where Council is the relevant responsible authority
	Power to decide whether something is to the satisfaction of Council, where an agreement made under s 173 of the Planning and Environment Act 1987 requires something to be to the satisfaction of Council or Responsible Authority	DDP, DI, DM, EM, PP	
	Power to give consent on behalf of Council, where an agreement made under s 173 of the Planning and Environment Act 1987 requires that something may not be done without the consent of Council or Responsible Authority	CEO, DDP, DM, ND	

Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 177(2)	Power to end a s 173 agreement with the agreement of all those bound by any covenant in the agreement or otherwise in accordance with Division 2 of Part 9	DDP, DM, ND	
s 178	power to amend a s 173 agreement with the agreement of all those bound by any covenant in the agreement or otherwise in accordance with Division 2 of Part 9	DDP, DM, ND	
s 178A(1)	Function of receiving application to amend or end an agreement	CEO, DDP	
s 178A(3)	Function of notifying the owner as to whether it agrees in principle to the proposal under s 178A(1)	DDP	
s 178A(4)	Function of notifying the applicant and the owner as to whether it agrees in principle to the proposal	CEO, DDP	

Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 178A(5)	Power to propose to amend or end an agreement	CEO, DDP	
s 178B(1)	Duty to consider certain matters when considering proposal to amend an agreement	DDP, DM, PP	
s 178B(2)	Duty to consider certain matters when considering proposal to end an agreement	DDP, DM, PP	
s 178C(2)	Duty to give notice of the proposal to all parties to the agreement and other persons who may be detrimentally affected by decision to amend or end	DDP, DM, PP	
s 178C(4)	Function of determining how to give notice under s 178C(2)	DDP, DM, PP	

Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 178E(1)	Duty not to make decision until after 14 days after notice has been given	CEO, DDP	
s.178E(2)(a)	Power to amend or end the agreement in accordance with the proposal	CEO, DDP	If no objections are made under s 178D Must consider matters in s 178B
s 178E(2)(b)	Power to amend or end the agreement in a manner that is not substantively different from the proposal	CEO, DDP	If no objections are made under s 178D Must consider matters in s 178B
s 178E(2)(c)	Power to refuse to amend or end the agreement	CEO, DDP	If no objections are made under s 178D Must consider matters in s 178B
s 178E(3)(a)	Power to amend or end the agreement in accordance with the proposal	CEO, DDP	After considering objections, submissions and matters in s 178B

Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 178E(3)(b)	Power to amend or end the agreement in a manner that is not substantively different from the proposal	CEO, DDP	After considering objections, submissions and matters in s 178B
s.178E(3)(c)	power to amend or end the agreement in a manner that is substantively different from the proposal	CEO, DDP	After considering objections, submissions and matters in s.178B
s 178E(3)(d)	Power to refuse to amend or end the agreement	CEO	After considering objections, submissions and matters in s 178B
s 178F(1)	Duty to give notice of its decision under s 178E(3)(a) or (b)	CEO, DDP	
s 178F(2)	Duty to give notice of its decision under s 178E(2)(c) or (3)(d)	CEO, DDP	

Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 178F(4)	Duty not to proceed to amend or end an agreement under s 178E until at least 21 days after notice has been given or until an application for review to the Tribunal has been determined or withdrawn	CEO, DDP	
s 178G	Duty to sign amended agreement and give copy to each other party to the agreement	CEO	
s 178H	Power to require a person who applies to amend or end an agreement to pay the costs of giving notices and preparing the amended agreement	CEO, DDP	
s 178I(3)	Duty to notify, in writing, each party to the agreement of the ending of the agreement relating to Crown land	CEO, DDP	
s 179(2)	Duty to make copy of each agreement available in accordance with the public availability requirements	DDP, DM, PO, PP	

Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 181	Duty to apply to the Registrar of Titles to record the agreement and to deliver a memorial to Registrar-General	DDP, DM, PP	
s 181(1A)(a)	Power to apply to the Registrar of Titles to record the agreement	DDP, DM, PP	
s 181(1A)(b)	Duty to apply to the Registrar of Titles, without delay, to record the agreement	DDP, DM, PP	
s 182	Power to enforce an agreement	CEO, DDP, DM, PP	
s 183	Duty to tell Registrar of Titles of ending/amendment of agreement	DDP, DM, PO, PP	

Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 184F(1)	Power to decide to amend or end an agreement at any time after an application for review of the failure of Council to make a decision	CEO, DDP	
s 184F(2)	Duty not to amend or end the agreement or give notice of the decision after an application is made to VCAT for review of a failure to amend or end an agreement	CEO, DDP	
s 184F(3)	Duty to inform the principal registrar if the responsible authority decides to amend or end an agreement after an application is made for the review of its failure to end or amend the agreement	DDP, DM, PP	
s 184F(5)	Function of receiving advice from the principal registrar that the agreement may be amended or ended in accordance with Council's decision	DDP, DM, PP	
s 184G(2)	Duty to comply with a direction of the Tribunal	DDP, DM, PP	

Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 184G(3)	Duty to give notice as directed by the Tribunal	DDP, DM, PP	
s 198(1)	Function to receive application for planning certificate	DDP, DM, PO, PP	
s 199(1)	Duty to give planning certificate to applicant	DDP, DM, PO, PP	
s 201(1)	Function of receiving application for declaration of underlying zoning	DDP, DM, PO, PP	
s 201(3)	Duty to make declaration	DDP, DM, PP	
	Power to decide, in relation to any planning scheme or permit, that a specified thing has or has not been done to the satisfaction of Council	DDP, DM, PO, PP	

Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
	Power, in relation to any planning scheme or permit, to consent or refuse to consent to any matter which requires the consent or approval of Council	DDP, DM, PO, PP	
	Power to approve any plan or any amendment to a plan or other document in accordance with a provision of a planning scheme or condition in a permit	DDP, DM, PO, PP	
	Power to give written authorisation in accordance with a provision of a planning scheme	DDP, DM, PO, PP	
s 201UAB(1)	Function of providing the Victoria Planning Authority with information relating to any land within municipal district	DDP, DM, PO, PP	
s 201UAB(2)	Duty to provide the Victoria Planning Authority with information requested under s 201UAB(1) as soon as possible	DDP, DM, ND	

Residential Tenancies Act 1997			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 91ZU(1)	Power to give a renter a notice to vacate rented premises	CEO	Where Council is a public statutory authority engaged in the provision of housing
s 91ZZC(1)	Power to give a renter a notice to vacate rented premises	CEO	Where Council is a public statutory authority authorised to acquire land compulsorily for its purposes
s 91ZZE(1)	Power to give a renter a notice to vacate rented premises	CEO	Where Council is a public statutory authority engaged in the provision of housing
s 91ZZE(3)	Power to publish Council's criteria for eligibility for the provision of housing	CEO	Where Council is a public statutory authority engaged in the provision of housing

Residential Tenancies Act 1997			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 142D	Function of receiving notice regarding an unregistered rooming house	DDP, PHRSC	
s 142G(1)	Duty to enter required information in Rooming House Register for each rooming house in municipal district	DDP, MBS, PHRSC	
s 142G(2)	Power to enter certain information in the Rooming House Register	DDP, MBS, PHRSC	
s 142I(2)	Power to amend or revoke an entry in the Rooming House Register if necessary to maintain the accuracy of the entry	DDP, MBS, PHRSC	
s 206AZA(2)	Function of receiving written notification	CEO	

Residential Tenancies Act 1997			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 207ZE(2)	Function of receiving written notification	CEO	
s 311A(2)	Function of receiving written notification	DDP, MBS, PHRSC	
s 317ZDA(2)	Function of receiving written notification	DDP, MBS, PHRSC	
s 518F	Power to issue notice to caravan park regarding emergency management plan if determined that the plan does not comply with the requirements	DDP, MBS, PHRSC	
s 522(1)	Power to give a compliance notice to a person	EHO, MBS, PHRSC	
s 525(2)	Power to authorise an officer to exercise powers in s 526 (either generally or in a particular case)	CEO	

Residential Tenancies Act 1997			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 525(4)	Duty to issue identity card to authorised officers	CEO	
s 526(5)	Duty to keep record of entry by authorised officer under s 526	CEO	
s 526A(3)	Function of receiving report of inspection	EHO, MBS, PHRSC	
s 527	Power to authorise a person to institute proceedings (either generally or in a particular case)	EHO, MBS, PHRSC	
Road Management Act 2004			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 11(1)	Power to declare a road by publishing a notice in the Government Gazette	ND	Obtain consent in circumstances specified in s 11(2)

Road Management Act 2004			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 11(8)	Power to name a road or change the name of a road by publishing notice in Government Gazette	ND	
s 11(9)(b)	Duty to advise Registrar	DI, EAM, EM	
s 11(10)	Duty to inform Secretary to Department of Environment, Land, Water and Planning of declaration etc.	DI, EAM, EM	Subject to s 11(10A)
s 11(10A)	Duty to inform Secretary to Department of Environment, Land, Water and Planning or nominated person	DI, EAM, EM	Where Council is the coordinating road authority
s 12(Z)	Power to discontinue road or part of a road	DI, EAM, EM	Where Council is the coordinating road authority

Road Management Act 2004			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 12(4)	Duty to publish, and provide copy, notice of proposed discontinuance	ND	Power of coordinating road authority where it is the discontinuing body Unless s 12(11) applies
s 12(5)	Duty to consider written submissions received within 28 days of notice	DI, EAM, EM	Duty of coordinating road authority where it is the discontinuing body Unless s 12(11) applies
s 12(6)	Function of hearing a person in support of their written submission	DI, EAM, EM	Function of coordinating road authority where it is the discontinuing body Unless s 12(11) applies
s 12(7)	Duty to fix day, time and place of meeting under s 12(6) and to give notice	DI, EAM, EM	Duty of coordinating road authority where it is the discontinuing body Unless s 12(11) applies

Road Management Act 2004			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 12(10)	Duty to notify of decision made	DI, EAM, EM	Duty of coordinating road authority where it is the discontinuing body Does not apply where an exemption is specified by the regulations or given by the Minister
s 13(1)	Power to fix a boundary of a road by publishing notice in Government Gazette	DI, EAM, EM	Power of coordinating road authority and obtain consent under s 13(3) and s 13(4) as appropriate
s 14(4)	Function of receiving notice from the Head, Transport for Victoria	CEO, DI	
s 14(7)	Power to appeal against decision of the Head, Transport for Victoria	DI, EAM, EM	
s 15(1)	Power to enter into arrangement with another road authority, utility or a provider of public transport to transfer a road management function of the road authority to the other road authority, utility or provider of public transport	CEO, DI, EM	

Road Management Act 2004			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 15(1A)	Power to enter into arrangement with a utility to transfer a road management function of the utility to the road authority	CEO, DI, EM	
s 15(2)	Duty to include details of arrangement in public roads register	DI, EAM, EM	
s 16(7)	Power to enter into an arrangement under s 15	CEO, DI, EM	
s 16(8)	Duty to enter details of determination in public roads register	DI, EAM, EM	
s 17(2)	Duty to register public road in public roads register	DI, EAM, EM	Where Council is the coordinating road authority
s 17(3)	Power to decide that a road is reasonably required for general public use	DI, EM	Where Council is the coordinating road authority

Road Management Act 2004			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 17(3)	Duty to register a road reasonably required for general public use in public roads register	DI, EAM, EM	Where Council is the coordinating road authority
s 17(4)	Power to decide that a road is no longer reasonably required for general public use	ND	Where Council is the coordinating road authority
s 17(4)	Duty to remove road no longer reasonably required for general public use from public roads register	EAM, EM	Where Council is the coordinating road authority
s 18(1)	Power to designate ancillary area	DI, EAM, EM	Where Council is the coordinating road authority, and obtain consent in circumstances specified in s 18(2)
s 18(3)	Duty to record designation in public roads register	DI, EAM, EM	Where Council is the coordinating road authority

Road Management Act 2004			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 19(1)	Duty to keep register of public roads in respect of which it is the coordinating road authority	DI, EAM, EM	
s 19(4)	Duty to specify details of discontinuance in public roads register	DI, EAM, EM	
s 19(5)	Duty to ensure public roads register is available for public inspection	DI, EAM, EM	
s 21	Function of replying to request for information or advice	CEO, DI, EAM, EM	Obtain consent in circumstances specified in s 11(2)
s 22(2)	Function of commenting on proposed direction	CEO, DI, EAM, EM	
s 22(4)	Duty to publish a copy or summary of any direction made under s 22 by the Minister in its annual report.	CEO, DI, EAM, EM	

Road Management Act 2004			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 22(5)	Duty to give effect to a direction under s 22	DI, EM	
s 40(1)	Duty to inspect, maintain and repair a public road.	DI, EM, WM	
s 40(5)	Power to inspect, maintain and repair a road which is not a public road	DI, EM, WM	
s 41(1)	Power to determine the standard of construction, inspection, maintenance and repair	EAM, EM	
s 42(1)	Power to declare a public road as a controlled access road	DI, EM	Power of coordinating road authority and sch 2 also applies
s 42(2)	Power to amend or revoke declaration by notice published in Government Gazette	DI, EM	Power of coordinating road authority and sch 2 also applies

Road Management Act 2004			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 42A(3)	Duty to consult with Head, Transport for Victoria and Minister for Local Government before road is specified	DI, EAM, EM	Where Council is the coordinating road authority If road is a municipal road or part thereof
s 42A(4)	Power to approve Minister's decision to specify a road as a specified freight road	DI, EM	Where Council is the coordinating road authority If road is a municipal road or part thereof and where road is to be specified a freight road
s 48EA	Duty to notify the owner or occupier of land and provider of public transport on which rail infrastructure or rolling stock is located (and any relevant provider of public transport)	DI, EAM, EM	Where Council is the responsible road authority, infrastructure manager or works manager
s 48M(3)	Function of consulting with the relevant authority for purposes of developing guidelines under s 48M	DI, EAM, EM	
s 49	Power to develop and publish a road management plan	DI, EAM, EM	

Road Management Act 2004			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 51	Power to determine standards by incorporating the standards in a road management plan	DI, EAM, EM	
s 53(2)	Power to cause notice to be published in Government Gazette of amendment etc of document in road management plan	ND	
s 54(2)	Duty to give notice of proposal to make a road management plan	DI, EAM, EM	
s 54(5)	Duty to conduct a review of road management plan at prescribed intervals	DI, EAM, EM	
s 54(6)	Power to amend road management plan	DI, EAM, EM	
s 54(7)	Duty to incorporate the amendments into the road management plan	DI, EAM, EM	

Road Management Act 2004			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 55(1)	Duty to cause notice of road management plan to be published in Government Gazette and newspaper	DI, EAM, EM	
s 63(1)	Power to consent to conduct of works on road	DI, EM	Where Council is the coordinating road authority
s 63(2)(e)	Power to conduct or to authorise the conduct of works in, on, under or over a road in an emergency	DI, EM	Where Council is the infrastructure manager
s 64(1)	Duty to comply with cl 13 of sch 7	DI, EM	Where Council is the infrastructure manager or works manager
s 66(1)	Power to consent to structure etc	DI, EM	Where Council is the coordinating road authority
s 67(2)	Function of receiving the name & address of the person responsible for distributing the sign or bill	DI, EAM, EM	Where Council is the coordinating road authority

Road Management Act 2004			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 67(3)	Power to request information	DI, EAM, EM	Where Council is the coordinating road authority
s 68(2)	Power to request information	DI, EAM, EM	Where Council is the coordinating road authority
s 71(3)	Power to appoint an authorised officer	CEO, DI, EM	
s 72	Duty to issue an identity card to each authorised officer	CEO	
s 85	Function of receiving report from authorised officer	DI, EM	
s 86	Duty to keep register re s 85 matters	DI, EM	

Road Management Act 2004			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 87(1)	Function of receiving complaints	DI, EM	
s 87(2)	Duty to investigate complaint and provide report	CEO, DI, EAM, EM	
s 112(2)	Power to recover damages in court	CEO, DI, EAM, EM	
s 116	Power to cause or carry out inspection	DI, EAM, EM	
s 119(2)	Function of consulting with the Head, Transport for Victoria	DI, EAM, EM	
s 120(1)	Power to exercise road management functions on an arterial road (with the consent of the Head, Transport for Victoria)	DI, EM	

Road Management Act 2004			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s 120(2)	Duty to seek consent of the Head, Transport for Victoria to exercise road management functions before exercising power in s 120(1)	DI, EAM, EM	
s 121(1)	Power to enter into an agreement in respect of works	DI, EM	
s 122(1)	Power to charge and recover fees	DI, EM	
s 123(1)	Power to charge for any service	DI, EM	
sch 2 cl 2(1)	Power to make a decision in respect of controlled access roads	ND	
sch 2 cl 3(1)	Duty to make policy about controlled access roads	ND	

Road Management Act 2004			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
sch 2 cl 3(2)	Power to amend, revoke or substitute policy about controlled access roads	ND	
sch 2 cl 4	Function of receiving details of proposal from the Head, Transport for Victoria	DI, EM	
sch 2 cl 5	Duty to publish notice of declaration	DI, EAM, EM	
sch 7 cl 7(1)	Duty to give notice to relevant coordinating road authority of proposed installation of non-road infrastructure or related works on a road reserve	DI, EM, WM	Where Council is the infrastructure manager or works manager
sch 7 cl 8(1)	Duty to give notice to any other infrastructure manager or works manager responsible for any non-road infrastructure in the area, that could be affected by any proposed installation of infrastructure or related works on a road or road reserve of any road	DI, EM, WM	Where Council is the infrastructure manager or works manager

Road Management Act 2004			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
sch 7 cl a 9(1)	Duty to comply with request for information from a coordinating road authority, an infrastructure manager or a works manager responsible for existing or proposed infrastructure in relation to the location of any non-road infrastructure and technical advice or assistance in conduct of works	DI, EAM, EM, WM	Where Council is the infrastructure manager or works manager responsible for non-road infrastructure
sch 7 cl 9(2)	Duty to give information to another infrastructure manager or works manager where becomes aware any infrastructure or works are not in the location shown on records, appear to be in an unsafe condition or appear to need maintenance	DI, EAM, EM	Where Council is the infrastructure manager or works manager
sch 7 cl 10(2)	Where Sch 7 cl 10(1) applies, duty to, where possible, conduct appropriate consultation with persons likely to be significantly affected	DI, EM	Where Council is the infrastructure manager or works manager
sch 7 cl 12(2)	Power to direct infrastructure manager or works manager to conduct reinstatement works	DI, EM, WM	Where Council is the coordinating road authority

Road Management Act 2004			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
sch 7 cl 12(3)	Power to take measures to ensure reinstatement works are completed	DI, EM, WM	Where Council is the coordinating road authority
sch 7 cl 12(4)	Duty to ensure that works are conducted by an appropriately qualified person	DI, EM, WM	Where Council is the coordinating road authority
sch 7 cl 12(5)	Power to recover costs	DI, EM, WM	Where Council is the coordinating road authority
sch 7 cl 13(1)	Duty to notify relevant coordinating road authority within 7 days that works have been completed, subject to sch 7 cl 13(2)	DI, EAM, EM, WM	Where Council is the works manager
sch 7 cl 13(2)	Power to vary notice period	DI, EAM, EM	Where Council is the coordinating road authority
sch 7 cl 13(3)	Duty to ensure works manager has complied with obligation to give notice under sch 7 cl 13(1)	DI, EAM, EM	Where Council is the infrastructure manager

Road Management Act 2004			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
sch 7 cl 16(1)	Power to consent to proposed works	DI, EM, WM	Where Council is the coordinating road authority
sch 7 cl 16(4)	Duty to consult	DI, EAM, EM	Where Council is the coordinating road authority, responsible authority or infrastructure manager
sch 7 cl 16(5)	Power to consent to proposed works	DI, EAM, EM	Where Council is the coordinating road authority
sch 7 cl 16(6)	Power to set reasonable conditions on consent	DI, EAM, EM	Where Council is the coordinating road authority
sch 7 cl 16(8)	Power to include consents and conditions	DI, EAM, EM	Where Council is the coordinating road authority
sch 7 cl 17(2)	Power to refuse to give consent and duty to give reasons for refusal	DI, EAM, EM	Where Council is the coordinating road authority

Road Management Act 2004			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
sch 7 cl18(1)	Power to enter into an agreement	DI, EM	Where Council is the coordinating road authority
sch7 cl 19(1)	Power to give notice requiring rectification of works	DI, EAM, EM, WM	Where Council is the coordinating road authority
sch 7 cl 19(2) & (3)	Power to conduct the rectification works or engage a person to conduct the rectification works and power to recover costs incurred	DI, EM, WM	Where Council is the coordinating road authority
sch 7 cl 20(1)	Power to require removal, relocation, replacement or upgrade of existing non-road infrastructure	DI, EM, WM	Where Council is the coordinating road authority
sch 7A cl 2	Power to cause street lights to be installed on roads	DI, EM	Power of responsible road authority where it is the coordinating road authority or responsible road authority in respect of the road

Road Management Act 2004			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
sch 7 cl 3(1)(d)	Duty to pay installation and operation costs of street lighting - where road is not an arterial road	DI, EM	Where Council is the responsible road authority
sch 7A cl 3(1)(e)	Duty to pay installation and operation costs of street lighting - where road is a service road on an arterial road and adjacent areas	DI, EAM, EM	Where Council is the responsible road authority
sch 7A cl 3(1)(f)	Duty to pay installation and percentage of operation costs of street lighting - for arterial roads in accordance with cls 3(2) and 4	DI, EM	Duty of Council as responsible road authority that installed the light (re: installation costs) and where Council is relevant municipal council (re: operating costs)

Planning and Environment Regulations 2015			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
r.6	function of receiving notice, under section 19(1)(c) of the Act, from a planning authority of its preparation of an amendment to a planning scheme	DDP, DM	where Council is not the planning authority and the amendment affects land within Council's municipal district; or where the amendment will amend the planning scheme to designate Council as an acquiring authority.
r.21	power of responsible authority to require a permit applicant to verify information (by statutory declaration or other written confirmation satisfactory to the responsible authority) in an application for a permit or to amend a permit or any information provided under section 54 of the Act	CEO, DDP, DM, PP	
r.25(a)	duty to make copy of matter considered under section 60(1A)(g) available for inspection free of charge	DDP	where Council is the responsible authority
r.25(b)	function of receiving a copy of any document considered under section 60(1A)(g) by the responsible authority and duty to make the document available for inspection free of charge	DDP	where Council is not the responsible authority but the relevant land is within Council's municipal district

Planning and Environment Regulations 2015			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
r.42	function of receiving notice under section 96C(1)(c) of the Act from a planning authority of its preparation of a combined application for an amendment to a planning scheme and notice of a permit application	DDP, DM	where Council is not the planning authority and the amendment affects land within Council's municipal district; or where the amendment will amend the planning scheme to designate Council as an acquiring authority.

Planning and Environment (Fees) Regulations 2016			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
r 19	Power to waive or rebate a fee relating to an amendment of a planning scheme	CEO, DDP	
r 20	Power to waive or rebate a fee other than a fee relating to an amendment to a planning scheme	CEO, DDP	

Planning and Environment (Fees) Regulations 2016			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
r 21	Duty to record matters taken into account and which formed the basis of a decision to waive or rebate a fee under r 19 or 20	DM	

Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2020			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
r 7	Function of entering into a written agreement with a caravan park owner	DDP, PHRSC	
r 10	Function of receiving application for registration	EHO, PHRSC	
r 11	Function of receiving application for renewal of registration	DDP, PHRSC	
r 12(1)	Duty to grant the registration if satisfied that the caravan park complies with these regulations	DDP, EHO, PHRSC	
r 12(1)	Power to refuse to renew the registration if not satisfied that the caravan park complies with these regulations	DDP, EHO, PHRSC	

Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2020			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
r 12(2)	Duty to renew the registration if satisfied that the caravan park complies with these regulations	EHO, PHRSC	
r 12(2)	Power to refuse to renew the registration if not satisfied that the caravan park complies with these regulations	DDP, PHRSC	
r 12(3)	Duty to have regard to matters in determining an application for registration or an application for renewal of registration	DDP, PHRSC	
r 12(4) & (5)	Duty to issue certificate of registration	EHO, PHRSC	
r 14(1)	Function of receiving notice of transfer of ownership	EHO, PHRSC	
r 14(3)	Power to determine where notice of transfer is displayed	EHO, PHRSC	
r 15(1)	Duty to transfer registration to new caravan park owner	EHO, PHRSC	
r 15(2)	Duty to issue a certificate of transfer of registration	EHO, PHRSC	

Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2020			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
r 16(1)	Power to determine the fee to accompany applications for registration or applications for renewal of registration	EHO, PHRSC	
r 17	Duty to keep register of caravan parks	EHO, PHRSC	
r 18(4)	Power to determine where the emergency contact person's details are displayed	DDP, EHO, PHRSC	
r 18(6)	Power to determine where certain information is displayed	DDP, EHO, PHRSC	
r 22(1)	Duty to notify a caravan park owner of the relevant emergency services agencies for the caravan park, on the request of the caravan park owner	CSRO, DDP, EHO, PHRSC	
r 22(2)	Duty to consult with relevant emergency services agencies	DDP, MERO, MFPO	
r 23	Power to determine places in which caravan park owner must display a copy of emergency procedures	DDP, EHO, PHRSC	
r 24	Power to determine places in which caravan park owner must display copy of public emergency warnings	DDP, EHO, EM, PHRSC	

Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2020			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
r 25(3)	Duty to consult with relevant floodplain management authority	DDP, EHO, PHRSC, PP	
r 26	Duty to have regard to any report of the relevant fire authority	DDP, EHO, EM, MBS, PHRSC	
r 28(c)	Power to approve system for the collection, removal and disposal of sewage and waste water from a movable dwelling	DDP, EHO, PHRSC	
r 40	Function of receiving notice of proposed installation of unregistrable movable dwelling or rigid annexe	DDP, EHO, MBS, PHRSC	
r 40(b)	Power to require notice of proposal to install unregistrable movable dwelling or rigid annexe	DDP, EHO, MBS, PHRSC	
r 41 (4)	Function of receiving installation certificate	DDP, EHO, PHRSC	

Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2020				
Provision	Powers and Functions Delegated		Delegate	Conditions and Limitations
r 43	Power to approve use of a non-habitable structure as a dwelling or part of a dwelling		DDP, EHO, MBS, PHRSC	
sch 3 cl 4(3)	Power to approve the removal of wheels and axles from unregistrable movable dwelling		DDP, EHO, MBS, PHRSC	

Residential Tenancies Regulations 2021				
Provision	Powers and Functions Delegated		Delegate	Conditions and Limitations
sch 4 cl 3(a)(iii)	Power to approve any other toilet system		EHO, PHRSC	

Road Management (General) Regulations 2016			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
r 8(1)	Duty to conduct reviews of road management plan	DI, EAM, EM	
r 9(2)	Duty to produce written report of review of road management plan and make report available	DI, EAM, EM	
r 9(3)	Duty to give notice where road management review is completed and no amendments will be made (or no amendments for which notice is required)	DI, EAM, EM	Where Council is the coordinating road authority
r.10	Duty to give notice of amendment which relates to standard of construction, inspection, maintenance or repair under s 41 of the Act	DI, EAM, EM	
r 13(1)	Duty to publish notice of amendments to road management plan	DI, EAM, EM	where Council is the coordinating road authority
r 13(3)	Duty to record on road management plan the substance and date of effect of amendment	DI, EAM, EM	

Road Management (General) Regulations 2016			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
r 16(3)	Power to issue permit	DI, EAM, EM, WM	Where Council is the coordinating road authority
r 18(1)	Power to give written consent re damage to road	DI, EAM, EM	Where Council is the coordinating road authority
r 23(2)	Power to make submission to Tribunal	DI, EM, WM	Where Council is the coordinating road authority
r 23(4)	Power to charge a fee for application under s 66(1) Road Management Act	DI, EAM, EM, WM	Where Council is the coordinating road authority
r 25(1)	Power to remove objects, refuse, rubbish or other material deposited or left on road	DI, EM, WM	Where Council is the responsible road authority
r 25(2)	Power to sell or dispose of things removed from road or part of road (after first complying with regulation 25(3))	DI, EM, WM	Where Council is the responsible road authority

Road Management (General) Regulations 2016			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
r 25(5)	Power to recover in the Magistrates' Court, expenses from person responsible	DDP, DI	

Road Management (Works and Infrastructure) Regulations 2015			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
r 15	Power to exempt a person from requirement under cl 13(1) of sch 7 of the Act to give notice as to the completion of those works	DI	Where Council is the coordinating road authority and where consent given under s 63(1) of the Act
r 22(2)	Power to waive whole or part of fee in certain circumstances	DI	Where Council is the coordinating road authority

INSTRUMENT OF DELEGATION

ADDITIONAL S6

19 OCTOBER 2021

Delegation Sources

- Planning and Environment Act 1987

Positions

Abbreviation	Position
CEO	Chief Executive Officer
DDP	Director Development & Planning
DM	Development Manager

additional S6

Planning and Environment Act 1987			
Provision	Powers and Functions Delegated	Delegate	Conditions and Limitations
s61(1)A	power to determine permit application, either to decide to grant a permit.	CEO, DDP, DM	The permit must not be inconsistent with a cultural heritage management plan under the Aboriginal Heritage Act 2006. Where no objections are received in relation to the permit application.
s61(1)B	power to determine permit application, to decide to grant a permit with conditions.	CEO, DDP, DM	the permit must not be inconsistent with a cultural heritage management plan under the Aboriginal Heritage Act 2006. Where no objections are received in relation to the permit application.
s61(1)C	power to determine permit application or to refuse a permit application.	CEO, DDP	the permit must not be inconsistent with a cultural heritage management plan under the Aboriginal Heritage Act 2006.

SECTION C – DECISIONS WHICH NEED ACTION/RATIFICATION

C.21.17 COUNCILLOR ASSEMBLIES - RECORD OF ATTENDANCE AND AGENDA ITEMS

Responsible Officer: Chief Executive Officer
File Number: S15-05-06
Attachments: 1 [↓](#) Attendance

Declarations of Interest:

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

Summary

The following report provides details of Councillor Assemblies on a monthly basis.

Discussion

Whilst Minutes have not been recorded, Agenda items and those in attendance are reported and 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 - Effective advocacy and strategic planning.

Options

Council Assemblies are reported to ensure good governance and transparency.

Recommendation

That Council note the contents of the report.

COUNCILLOR ASSEMBLIES ATTENDANCE AND AGENDA
7 September 2021 at 1pm, Swan Hill Town Hall – Council Chambers

AGENDA ITEMS

- Council Vision

ADDITIONAL ITEMS DISCUSSED

- Nil

ATTENDANCE

Councillors

- Cr Bill Moar
- Cr Les McPhee
- Cr Ann Young
- Cr Stuart King
- Cr Jade Benham
- Cr Chris Jeffery

Apologies

- Cr Nicole McKay

OFFICERS

- John McLinden, Chief Executive Officer
- Joel Lieschke, Director Corporate Services
- Bruce Myers, Director Community & Cultural Services
- Heather Green, Director Development and Planning
- Svetla Petkova, Director Infrastructure

Other

- Nil

CONFLICT OF INTEREST

- Nil

COUNCILLOR ASSEMBLIES ATTENDANCE AND AGENDA
28 September 2021 at 1pm, Swan Hill Town Hall – Council Chambers

AGENDA ITEMS

- Development Plan – DPO6 for Precinct 1
- Lake Boga Caravan Park
- Australia Day Breakfast
- Council Plan Workshop

ADDITIONAL ITEMS DISCUSSED

- Nil

ATTENDANCE

Councillors

- Cr Bill Moar
- Cr Les McPhee
- Cr Ann Young
- Cr Stuart King
- Cr Jade Benham
- Cr Nicole McKay

Apologies

- Cr Chris Jeffery

OFFICERS

- John McLinden, Chief Executive Officer
- Joel Lieschke, Director Corporate Services
- Bruce Myers, Director Community & Cultural Services
- Heather Green, Director Development and Planning
- Vige Satkunarajah, Acting Development Manager
- Nathan Keighran, Liveability and Project Development Coordinator
- Robyn Parossien, Development Officer Facilities
- Helen Morris, Organisational Development Manager
- Emma Rogers, Governance and Compliance Officer
- Felicity O'Rourke, Community Engagement and Communications Coordinator

Other

- Nil

CONFLICT OF INTEREST

- Nil

**COUNCILLOR ASSEMBLIES ATTENDANCE AND AGENDA
5 October 2021 at 1pm, Swan Hill Town Hall – Council Chambers**

AGENDA ITEMS

- Development Plan – DPO6 for Precinct 1
- Lake Boga Caravan Park
- Australia Day Breakfast
- Council Plan Workshop

ADDITIONAL ITEMS DISCUSSED

- Nil

ATTENDANCE

Councillors

- Cr Bill Moar
- Cr Les McPhee
- Cr Ann Young
- Cr Stuart King
- Cr Jade Benham
- Cr Nicole McKay
- Cr Chris Jeffery

Apologies

- Nil

OFFICERS

- John McLinden, Chief Executive Officer
- Joel Lieschke, Director Corporate Services
- Bruce Myers, Director Community & Cultural Services
- Heather Green, Director Development and Planning
- Svetla Petkova, Director Infrastructure
- Vige Satkunarah, Acting Development Manager
- Tamara Broadsmith, Planning Team Leader
- Gaye Cutajar, Technical Officer
- Nazrul Islam, Engineering and Capital Projects Manager
- Helen Morris, Organisational Development Manager

Other

- Steve Tinker, Telstra Regional General Manager
- Roy Costa, Planning Consultant

CONFLICT OF INTEREST

- Nil

C.21.18 SIGN & SEAL REPORT

Responsible Officer: Chief Executive Officer

Attachments: Nil.

Declarations of Interest:

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

Summary

The following documents and agreements have been signed and sealed by the Councillors and the Chief Executive Officer on the respective dates. Those actions require the ratification of the Council.

Discussion

During the course of any month Council is required to sign and seal a range of documents arising from decisions made on a previous occasion(s). Examples include sale of land, entering into funding arrangements for Council programs etc.

As the decision to enter into these agreements has already been made, these documents are signed and sealed when received, with Council ratifying the signing and sealing at the next Council meeting.

The following documents were signed and sealed since the last Council meeting:

No.	Document Type	Document Description	Date signed/ sealed
1073	Loan Agreement	Between Swan Hill Rural City Council and the National Australia Trustees Limited (as Trustee of the LGFV Program Trust (the Trustee))	21-09-21
1074	Deed of Renewal of Lease	Information Centre Southland Packers Pty Ltd and Swan Hill Rural City Council	28-09-21

Conclusion

Council authorise the signing and sealing of the above documents.

Recommendation

That Council notes the actions of signing and sealing the documents under

DECISIONS WHICH NEED ACTION/RATIFICATION

19 October 2021

delegation as scheduled.

SECTION D – NOTICES OF MOTION

SECTION E – FORESHADOWED ITEMS

SECTION F – URGENT ITEMS NOT INCLUDED IN AGENDA

SECTION G – TO CONSIDER & ORDER ON COUNCILLOR REPORTS

SECTION H – IN CAMERA ITEMS