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Maddocks Delegations and Authorisations

S13. Instrument of Delegation of CEO powers, duties and functions

West Wimmera Shire Council

Instrument of Delegation

by

The Chief Executive Officer



Instrument of Delegation of CEO powers, duties and functions

By this instrument of delegation, I (David Paul Leahy), as Chief Executive Officer of West Wimmera Shire Council -

1. delegate each duty and/or function and/or power respectively 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 respectively described in column 3 of the Schedule;

2. record that references in the Schedule are as follows

CEO means Chief Executive Officer

GMCCS means General Manager Corporate and Community Services

GMIDW means General Manager Infrastructure Development and Works

FM means Finance Manager

PEO means Planning and Environment Manager

RC means Rates Coordinator

MBS means Municipal Building Surveyor

EYC means Early Years Coordinator

EHO means Environmental Health Officer

ESO means Executive Support Officer

RMO means Records Management Officer

CSO means Corporate Support Officer

HRO means Human Resource Officer

3. record that on the coming into force of this Instrument of Delegation each delegation under the Instrument of Delegation dated ##[**#date#**] and executed by ##[**#name#**] is revoked;

4. declare that this Instrument of Delegation -

4.1 comes into force immediately upon its execution;

4.2 remains in force until varied or revoked; and

4.3 is subject to any conditions and limitations set out in paragraph 5, and in the Schedule; and

5. declare that the delegate must not determine the issue, take the action or do the act or thing 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.



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This instrument of delegation is dated ##[**#date#**] and is made by the Chief Executive Officer.

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

.....
Witness

Date:



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SCHEDULE



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CHILD WELLBEING AND SAFETY ACT 2005			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	COMMENTS
s.43	function of receiving birth notice in certain circumstances	EYC GMCCS	
s.45	duty to send a copy of a birth notice to a nurse or the Secretary	EYC GMCCS	



EMERGENCY MANAGEMENT ACT 2013			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	COMMENTS
s.74E(3)	function of receiving a copy of any Orders made by Governor in Council under this section	GMIDW	



ENVIRONMENT PROTECTION ACT 1970			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s.50AC	function of consulting with Sustainability Victoria prior to submission of State-wide Waste and Resource Infrastructure Plan to the Minister	GMIDW	
s.50BC	function of consulting with Waste and Resource Recovery Group prior to submission of Regional Waste and Resource Recovery Implementation Plan to Sustainability Victoria	GMIDW	



FINES REFORM ACT 2014			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s.175(1)(b)	power to certify that exceptional circumstances apply requiring Council not to provide required information	GMCCS FM CEO	Note: this provision is not yet in force and will commence on 1 December 2017, unless proclaimed earlier



FIRE SERVICES PROPERTY LEVY ACT 2012			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s.66	power to disclose information in capacity as a collection agency unless that information will or is likely to identify a particular person	GMCCS FM	Section 66 does not apply if the disclosure is permitted by, or is necessary for the administration of, this Act
s.68	power to authorise the secondary disclosure of information obtained under, or in relation to the administration of, this Act	GMCCS FM	



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FOOD ACT 1984			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s.50AB	function of signing a certificate under this Act	EHO	



FREEDOM OF INFORMATION ACT 1982			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s.38A	power to declare a document exempt on the grounds that it has been prepared for, or will be used for, consideration of any matter by the council at a meeting that is likely to be a closed meeting	GMCCS	Document will not be exempt if it was not brought into existence for the purpose of submission for and consideration by the closed meeting (s. 38A(2))
s.61	function of receiving notice that the Tribunal is of the opinion that an officer of Council has been guilty of a breach of this Act	GMCCS	



INDEPENDENT BROAD-BASED ANTI-CORRUPTION COMMISSION ACT 2011			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s.41	power of receiving information acquired by the Independent Broad-based Anti-corruption Commission (IBAC)	CEO	NOT DELEGATED
s.57	power to notify IBAC of any matter believed to constitute corrupt conduct	CEO	subject to any exemption notices issued under s.57B NOT DELEGATED
s.57A(5)	duty to comply with Directions made by IBAC under s.57A	CEO	NOT DELEGATED
s.59D(2)	duty to comply with request by IBAC under s.59D for relevant information	CEO	NOT DELEGATED
s.73	power of receiving a complaint pertaining to Council staff, under circumstances in which it would be more appropriate for Council to conduct the investigation	CEO	NOT DELEGATED
s.159	power of receiving IBAC recommendations about the action to be taken following an IBAC investigation	CEO	NOT DELEGATED
s.162	power of receiving and responding to an IBAC special report that includes matters pertaining to Council	CEO	NOT DELEGATED
s.163(3)	power of receiving written information about the commencement, conduct or results of an IBAC investigation pertaining to Council	CEO	NOT DELEGATED



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s.165	power of receiving and responding to IBAC material that includes matters pertaining to Council, to be published in the IBAC annual report	CEO	NOT DELEGATED
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LOCAL GOVERNMENT ACT 1989			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s.13(4)	duty to enrol certain persons (where it appears that there are more than 2 owners)	RC GMCCS	
s.13(5)	duty to give effect to request regarding enrolment on voters' roll	RC GMCCS	
s.13(7)	duty to choose one rateable property in respect of which the ratepayer entitlement to be enrolled is to be exercised	RC GMCCS	
s.15(6)	duty to notify the owner or joint owners that the Council has received an application under s.15(1)	RC	
s.17(1)	duty to enrol person on voters' roll unless belief of non-entitlement	RC	
s.17(2)(a)	duty to refuse to enrol person	RC CEO GMCCS	
s.17(2)(b)	duty to advise person of refusal to enrol in writing, and to give person the reason for the refusal	RC	
s.17(3)	power to request orally, or in writing, any person or corporation to provide information to enable determination of enrolment eligibility	RC	
s.17(4)	power to require information be given in writing and signed by the person giving the information	RC	



LOCAL GOVERNMENT ACT 1989			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s.20(1)	power to determine request that address of person not be shown on voters' roll and notify person accordingly	CEO RC	
s.20(3)	duty to prevent publication of a person's details on any voters' roll if it would place the person or their family at risk	CEO RC	
s.20(4)	duty to notify the person in writing of a decision to grant or refuse a request under s. 20(1)	RC	
s.22(1)	function of being responsible for preparation of the voters' list of ratepayers and the maintenance of any records to facilitate preparation of an accurate and complete voters' list	RC GMCCS	
s.22(2)	duty to prepare and supply voters' list of ratepayers to Registrar within 7 days of general election	RC	
s.23A(1)	duty to give a letter to a person or a corporation as specified	RC	
s.24(5)	duty to provide Registrar sufficient information to update exhibition roll in respect to ratepayer entitlements under ss.13 - 16	RC	
s.24(6)	duty to certify that voters' roll had been prepared in accordance with the Act	CEO GMCCS	
s.24A(2)	power to approve voter's roll enrolment amendment	CEO	



LOCAL GOVERNMENT ACT 1989			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
		RC	
s.24B	duty to ensure voters' roll is available for public inspection	RC	
s.24C(4)	power to provide voters' roll to any person or organisation, subject to the requirements in subsections (a)-(c)	RC	
s.24C(7)	duty to forward a request for a 'permitted purpose' to the Commissioner for Privacy and Data Protection	GMCCS	
s.24C(10)	duty to reject a request for a copy of the voters' roll to be used for a public interest purpose, if the Commissioner for Privacy and Data Protection does not approve the proposed use	CEO GMCCS RC	
s.24C(12)	duty to not provide particulars of a person whose request to keep their address anonymous has been accepted	GMCCS RC	
s.28(1B)	function of receiving notice of any change to any entitlement relating to enrolment of a Councillor	CEO RC	
s.37(2)	duty to notify the Minister of decision to fill an extraordinary vacancy within 6 months before a general election, within 3 working days of the Council making the decision	CEO	NOT DELEGATED



LOCAL GOVERNMENT ACT 1989			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s.38(1B)	duty to notify the Minister and the Victorian Electoral Commission that an extraordinary vacancy has occurred within 3 working days	CEO	NOT DELEGATED
s.62	function of receiving election campaign donation return	CEO	NOT DELEGATED
s.62A(1)	duty to submit report to Minister specifying names of persons who were candidates in the election and those who submitted an election donation return within 14 days of election	CEO	NOT DELEGATED
s.62A(2)	duty to ensure that a summary of each election campaign donation return to the CEO is published on Council's website within 14 days	ESO	
s.62A(2A)	duty to publish election campaign donation returns on Council's website	ESO	
s.62A(2C)	duty to ensure election campaign donation returns are published until entitlement date for the next general election	ESO	
s.62A(3)	duty to ensure election campaign donation return is available for inspection at Council offices	ESO	
ss.68A(1) & .69(1)(c)	function of receiving resignation from a Councillor	CEO	NOT DELEGATED
s.68A(4)	power to commence the holding of an election to fill extraordinary vacancy	CEO	NOT DELEGATED



LOCAL GOVERNMENT ACT 1989			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s.72(1)(c)	function of receiving resignation from the Mayor	CEO	NOT DELEGATED
s.77(2)(c)	power to designate information to be 'confidential information' for the purposes of s.77A	CEO	NOT DELEGATED
ss.79(2)(a)(ii) & (3)	function of receiving advice of a conflict of interest of a Councillor or member of a special committee	CEO	NOT DELEGATED
s.79(5)(a)	duty to keep written disclosures given to him or her under this section in a secure place for 3 years after the date the Councillor or member of a special committee who made the disclosure ceases to be Councillor or member of a committee	CEO ESO	
s.79(5)(b)	duty to destroy the written disclosure when the 3 year period referred to in section 79(5)(a) has expired	CEO RMO	
s.79(8)	duty to record a conflict of interest in the minutes of a meeting	CEO ESO	
s.80(1)(b)	power to apply, in writing, to the Minister, after receiving written declarations of conflicts of interest from a majority of Councillors, for an exemption of those Councillors from any or all of the provisions of section 79	CEO	NOT DELEGATED
s.80(1A)	function of providing additional information regarding an application made under section 80(1)(b)	CEO	NOT DELEGATED



LOCAL GOVERNMENT ACT 1989			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s.80A(1)	duty to ensure that at an assembly of Councillors, a written record is kept of the names of all Councillors and members of Council staff attending, the matters considered and any conflict of interest disclosures made by a Councillor attending under section 80A(3) and whether a Councillor who discloses a conflict leaves the assembly	CEO ESO	
s.80A(2)(a)	duty to ensure a written record of an assembly of Councillors is reported at an ordinary meeting of the Council as soon as practicable	CEO ESO	
s.80A(2)(b)	duty to ensure a written record of an assembly of Councillors is incorporated in the minutes of that Council meeting as soon as practicable	ESO	
s.80B(2)(b)	duty to disclose type and nature of conflict of interest to the Mayor or the Council	CEO	NOT DELEGATED
s.80B(2)(c)	function of receiving written disclosure of conflict of interest from staff member	CEO	
s.81(1)	power to nominate a 'nominated officer'	CEO	
s.81(2)	function of receiving a primary return from a Councillor or a member of a special committee	CSO CEO GMCCS	
s.81(4)	function of receiving a primary return from a nominated person	CSO	



LOCAL GOVERNMENT ACT 1989			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s.81(5)	function of receiving an ordinary return from a Councillor, member of a special committee or a nominated officer	CSO CEO	
s.81(9)	duty to maintain a register of the interests of Councillors, members of special committees and nominated officers	CSO	
s.81(10)	duty to allow a person to inspect the register following a written request to the Chief Executive Officer	CEO GMCCS CSO	
s.81(12)	duty to take all reasonable steps to ensure that only persons who made written applications may inspect the register	GMCCS CSO	
s.81(13A)	duty to maintain a record of the names of persons who have inspected the register of interests under section 81(10)	CSO	
s.81(16)	duty to remove all the returns submitted by a Councillor or a member of a special committee or a nominated officer from the register, as soon as practicable after a person ceases to hold that position	CSO	
s.81Y	duty to appoint, in writing, a Principal Conduct Officer	CEO	NOT DELEGATED
s.84(3)	duty to call the special meeting as specified in a notice or resolution	CEO	NOT DELEGATED



LOCAL GOVERNMENT ACT 1989			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s.84A	power to call a special meeting within 14 days after the results of a general election are publicly declared	CEO	NOT DELEGATED
s.85(1)	power to call require all Councillors to attend a call of the Council meeting if a quorum cannot be formed or maintained	CEO	NOT DELEGATED
s.85(4)	duty to immediately advise the Minister if a Councillor does not remain at or attend a call of the Council meeting within 30 minutes after the fixed time	CEO	NOT DELEGATED
s.94A(2)	power to appoint members of Council staff to enable the statutory functions of Council or the Chief Executive Officer to be carried-out	CEO	NOT DELEGATED
s.94A(3)*	<p>responsibility for appointing, directing, managing and dismissing Council staff and for all other issues relating to Council staff</p> <p>** See below an itemised list of suggested powers relating to HR matters (previously included in the 'Miscellaneous' section of S7 Instrument) – Council can amend / add to this list as appropriate.</p> <p>*While the powers listed below are not expressly set out in s.94A(3), we consider that these powers can be delegated with reference to this broad provision.</p>		
s.94A(3)	Power to approve the filling of vacancies or the creation, reclassification, or abolition of positions within budget	<div>CEO</div> <div>GMIDW</div>	



LOCAL GOVERNMENT ACT 1989			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
		GMCCS	
s.94A(3)	Power to fix salaries for vacant positions	CEO	
s.94A(3)	Power to approve the appointment, engagement or promotion of full time, part time and casual staff	CEO GMIDW GMCCS	
s.94A(3)	Power to approve position descriptions	CEO GMIDW GMCCS	
s.94A(3)	Power to create or approve creation of new positions		
s.94A(3)	Power to conduct of disciplinary action under relevant awards and policies	CEO GMIDW GMCCS	
s.94A(3)	Power to terminate or suspend the employment of, or to suspend from duty, a member of Council staff	CEO GMIDW GMCCS	
s.94A(3)	Power to conduct interviews for staff annual review	CEO GMIDW GMCCS	



LOCAL GOVERNMENT ACT 1989			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s.94A(3)	Power to authorise sick, annual and family leave	CEO, GMIDW, GMCCS, PEO, FM, WM,	
s.94A(3)	Power to approve long service leave and compassionate leave	CEO, GMIDW, GMCCS, PEO, FM, WM	
s.94A(3)	Power to authorise all forms of study and training leave and educational assistance	CEO GMIDW GMCCS	
s.94A(3)	Power to approve leave without pay	CEO GMIDW GMCCS	
s.94A(3)	Power to authorise time sheets, higher duties, time-in-lieu, overtime and travel expense claims	Managers, Coordinators and staff acting in those roles	
s.94A(3)	Power to approve attendance at conferences and seminars	CEO GMIDW GMCCS	
s.94A(3)	Power to approve attendance at training programs	CEO GMIDW GMCCS	
s.94A(3)	Power to give approval for officers to travel	CEO	



LOCAL GOVERNMENT ACT 1989			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
		GMIDW GMCCS	
s.94A(3)	Power to approve travel accommodation	CEO GMIDW GMCCS	
s.94A(3)	Power to sign Notice of Injury and Work Injury Form.	HRO CEO	
s.94A(3)	Power to approve claims under WorkCover excess	HRO CEO	
s.94A(3)	Power to approve expenses relating to an approved course of study.	CEO GMIDW GMCCS	
s.94A(3)	Power to approve staff engaging in other employment	CEO GMIDW GMCCS	
s.94A(3)	Power to determine acceptance or denial of liability in the event of a WorkCover claim	HRO CEO	
s.94A(3)	Power to sign Letter of Acceptance of Resignation	CEO	



LOCAL GOVERNMENT ACT 1989			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
		GMIDW GMCCS	
s.94A(3)	Power to provide references on Council letterhead	CEO GMIDW GMCCS	
s.94A(3)	Power to authorise access to a staff member's personal file	CEO	NOT DELEGATED
s.94A(3A)	responsibility for managing interactions between Council staff and Councillors, including by ensuring that appropriate policies, practices and protocols are in place defining appropriate arrangements for interaction between Council staff and Councillors	CEO	NOT DELEGATED
s.94B(1)	power to appoint a senior officer	CEO	Subject to prescribe notice requirements. Notice requirements do not apply when appointing an acting senior officer for a period of less than 12 months (s.94B(2))
s.94B(3)	duty to ensure that a person who has filled a senior officer's position on an acting basis for 12 months is not remunerated in any way for anything the person does in respect of that position after that 12 month period (unless subsection (1) applies).	CEO GMIDW GMCCS	
s.94D	duty to give Council staff an opportunity to apply for any vacant permanent full-time Council staff position	CEO	



LOCAL GOVERNMENT ACT 1989			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s.95AA(1)	duty to develop and implement a code of conduct for Council staff in accordance with 'any matters which are prescribed for the purposes of this section' (s 95AA(2))	CEO	
s.95AA(3)	duty to ensure members of Council staff have access to the code of conduct for Council staff	CEO GMIDW GMCCS	
s.95B(5)	duty to comply with a notice under section 95B(3)(b)	CEO	
s.95B(6)	duty to employ a person on an acting basis where the Council or the Chief Executive officer is forbidden to fill a vacancy by a notice		
s.97A(2)	duty to review the performance of every senior officer at least once each year	CEO GMIDW GMCCS	
s.105	duty to advise the mayor, and a closed meeting of the Council, of a complaint about the conduct of the CEO, or upon the initiation of any court or tribunal proceedings against the CEO	GMCCS	
s.106(1)	power to appoint a probity auditor in relation to a complaint referred to in s. 105	GMCCS	
s.106(2)	duty to immediately advise the Mayor of the probity auditor's appointment	GMCCS	



LOCAL GOVERNMENT ACT 1989			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s.107(3)	duty to advise closed Council meeting that probity auditor has been appointed by the Secretary	GMCCS	
s.108(4)	function of receiving report that a Councillor or member of staff have refused to comply with probity auditor's request to produce a document, provide information or provide assistance.	GMCCS	
s.109(3)	function of receiving probity officer's report	GMCCS	
s.132(5)(b)	duty to certify Council performance statement and financial statements	CEO	The CEO must certify: the performance statement pursuant to r 18(1)(a) of the <i>Local Government (Planning and Reporting) Regulations 2014 (Reporting Regulations)</i> , and; the financial statements pursuant to r 21(1)(a) of the Reporting Regulations
s.138	duty to give quarterly statements at a Council meeting that is open to the public	CEO GMCCS FM	
s.181G	duty to ensure that quarterly statement prepared under section 138 of <i>Local Government Act 1989</i> includes relevant details of environmental upgrades and charges	CEO GMCCS FM	
s.219(12)	duty to summon a Council meeting within 14 days after the public declaration of the election result	CEO	NOT DELEGATED



LOCAL GOVERNMENT ACT 1989			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s.229(2)(b)	function of receiving an application for a land information certificate	CEO PEO	
s. 230	function of receiving notice in relation to the disposition of any land	CEO	The CEO is the prescribed person pursuant to r 14(1)(b) of the <i>Local Government (General) Regulations 2004</i>
s.231	function of receiving notice in relation to the acquisition of any land	CEO	The CEO is the prescribed person pursuant to r 15(1)(b) of the <i>Local Government (General) Regulations 2004</i>
s.242(2)	power to sign a certificate certifying any matter relating to the contents of any document kept by a Council	CEO GMCCS	
cl. 1(2)	power to be, or to appoint, the returning officer for a Council election	CEO	
cl.14(1) Sch 3	function of receiving returning officer's report	CEO	
cl.14(3) Sch 3	duty to ensure that the returning officer's report is submitted to the Council at the earliest meeting of Council that is practicable	CEO	
cl.7A(1)(a) Sch 3A	function of receiving notice of failure of the countback or the returning officer's failure to fill an extraordinary vacancy	CEO	



PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s.140	power to certify copies of instruments, documents, maps or plans under this Act	PEO GMIDW	where the Council is the relevant responsible authority
s.141	power to provide evidentiary statement pertaining to land use and permits under this Act	PEO GMIDW	where the Council is the relevant responsible authority
s.143	power to provide evidentiary statement pertaining to s 173 agreements under this Act	PEO GMIDW	where the Council is the relevant responsible authority



PUBLIC HEALTH AND WELLBEING ACT 2008			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s.226(2)	power to sign evidentiary certificates under this Act	PEO GMIDW	



ROOMING HOUSE OPERATORS ACT 2016			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s. 4	function of liaising with Business Licencing Authority	EHO GMIDW	Note: this provision is not yet in force and will commence on 1 July 2017, unless proclaimed earlier
s.15(1)	duty to provide information to Business Licencing Authority on request	EHO GMIDW	Note: this provision is not yet in force and will commence on 1 July 2017, unless proclaimed earlier
s.15(2)	duty to give a report to Business Licencing Authority on inquiries made in response to request under s.15(1)	EHO GMIDW	Note: this provision is not yet in force and will commence on 1 July 2017, unless proclaimed earlier
s.24(2)	duty to give a report to Business Licencing Authority on inquiries made in response to request under s.24(1)	EHO GMIDW	Note: this provision is not yet in force and will commence on 1 July 2017, unless proclaimed earlier



SHERIFF ACT 2009			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s. 54	power to exempt Council from providing information to the Sheriff otherwise authorised by a warrant if exceptional circumstances apply	CEO	NOT DELEGATED



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VALUATION OF LAND ACT 1960			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s.13DJ(1)	duty to provide a person with a copy of the most recent valuation	RC GMCCS	



VICTORIAN INSPECTORATE ACT 2011			
Column 1	Column 2		Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s.87(2)	function of responding to adverse material the Victorian Inspectorate intends to include in a report	CEO	NOT DELEGATED
s.91(2)	function of responding to adverse material the Victorian Inspectorate intends to include in annual report	CEO	NOT DELEGATED



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Maddocks Delegations and Authorisations

***S14. Instrument of Delegation by CEO for VicSmart Applications under
the Planning and Environment Act 1987***

West Wimmera Shire Council

Instrument of Delegation

by

The Chief Executive Officer

Instrument of Delegation by CEO for VicSmart Applications under the *Planning and Environment Act 1987*

In exercise of the power conferred by section 98(2) of the *Local Government Act 1989* and section 188 of the *Planning and Environment Act 1987*, I, as Chief Executive Officer of ###[City/Shire#] Council and the responsible authority for the administration and enforcement of the [name of planning scheme] as set out in clause 61.01 of that scheme, by this instrument of delegation -

1. delegate each duty and/or function and/or power respectively 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 respectively described in column 3 of the Schedule;
2. record that a reference in the Schedule to
CEO means Chief Executive Officer
GMIDW means General Manager Infrastructure Development and Works
MPE means Manager Planning and Environment
3. declare that this Instrument of Delegation -
 - 3.1 comes into force immediately upon its execution;
 - 3.2 remains in force until varied or revoked; and
 - 3.3 is subject to any conditions and limitations set out in paragraph 4, and in the Schedule;
4. declare that the delegate must not determine the issue, take the action or do the act or thing if the determining of the issue, the taking of the action or the doing of the act or thing cannot be the subject of a lawful delegation, whether on account of section 188 *Planning and Environment Act 1987* or otherwise.

This instrument of delegation is dated ###[date#] and is made by the Chief Executive Officer.

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

.....
Witness

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SCHEDULE

PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s.49(1)	duty to keep a register of all applications for permits and determinations relating to permits	GMIDW MPE	
s.49(2)	duty to make register available for inspection	MPE	
s.50(4)	duty to amend application	MPE	
s.50(5)	power to refuse to amend application	GMIDW MPE	
s.50(6)	duty to make note of amendment to application in register	MPE	
s.50A(1)	power to make amendment to application	GMIDW MPE	
s.50A(3)	power to require applicant to notify owner and make a declaration that notice has been given	MPE	
s.50A(4)	duty to note amendment to application in register	MPE	
s.51	duty to make a copy of every application and the prescribed information supplied in respect of the application available for inspection	MPE	



PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
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	GMIDW MPE	Notice requirements under s.52(1)(a), (b), (c) and (d) are exempt. Other notice requirements apply.
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	GMIDW MPE	Notice requirements under s.52(1)(a), (b), (c) and (d) are exempt. Other notice requirements apply.
s.52(1AA)	duty to give notice of an application to remove or vary a registered restrictive covenant	GMIDW MPE	Notice requirements under s.52(1)(a), (b), (c) and (d) are exempt. Other notice requirements apply.
s.52(3)	power to give any further notice of an application where appropriate	MPE	
s.53(1)	power to require the applicant to give notice under section 52(1) to persons specified by it	MPE	Notice requirements under s.52(1)(a), (b), (c) and (d) are exempt. Other notice requirements apply.
s.53(1A)	power to require the applicant to give the notice under section 52(1AA)	MPE	Notice requirements under s.52(1)(a), (b), (c) and (d) are exempt. Other notice requirements apply.
s.54(1)	power to require the applicant to provide more information	MPE	Note: delegates cannot require an applicant to provide more information than what is listed in new Clause 93 (state) and schedule to Clause 95 (local) of the planning scheme.
s.54(1A)	duty to give notice in writing of information required under section 54(1)	MPE	Note: delegates cannot require an applicant to provide more information than what is listed in new Clause 93 (state) and schedule to Clause 95 (local) of the planning scheme.
s.54(1B)	duty to specify the lapse date for an application	MPE	



PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s.54A(3)	power to decide to extend time or refuse to extend time to give required information	MPE	
s.54A(4)	duty to give written notice of decision to extend or refuse to extend time und section 54A(3)	GMIDW MPE	
s.57(2A)	power to reject objections considered made primarily for commercial advantage for the objector	GMIDW MPE	
s.57(3)	function of receiving name and address of persons to whom notice of decision is to go	MPE	
s.57(5)	duty to make available for inspection copy of all objections	MPE	
s.57A(4)	duty to amend application in accordance with applicant's request, subject to section 57A(5)	MPE	
s.57A(5)	power to refuse to amend application	GMIDW MPE	
s.57A(6)	duty to note amendments to application in register	MPE	
s.57B(1)	duty to determine whether and to whom notice should be given	MPE	In accordance with the West Wimmera Shire Council Planning Scheme
s.57B(2)	duty to consider certain matters in determining whether notice should be given	MPE	In accordance with the West Wimmera Shire Council Planning Scheme
s.57C(1)	duty to give copy of amended application to referral authority	MPE	



PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s.58	duty to consider every application for a permit	MPE	
s.58A	power to request advice from the Planning Application Committee	GMIDW MPE	
s. 59(1)	decide an application without delay	MPE	
s.60(1)(a)	duty to consider the relevant planning scheme	MPE	Note: VicSmart applications are exempt from the requirements of s.60(1)(b), (c), (e) and (f).
s.60(1)(d)	duty to consider any decision and comments of a referral authority which has been received	MPE	Note: VicSmart applications are exempt from the requirements of s.60(1)(b), (c), (e) and (f).
s. 60(1A)(a)	power to consider certain matters before deciding on application any significant social and economic effects of the use or development for which the application is made	GMIDW MPE	Note: VicSmart applications are exempt from the requirements of s.60(1A)(b) – (h) and (j).
s. 60(1A)(i)	power to consider any agreement made pursuant to section 173	GMIDW MPE	Note: VicSmart applications are exempt from the requirements of s.60(1A)(b) – (h) and (j).
s.60(1B)	duty to consider the number of objectors in considering whether use or development may have significant social effect	GMIDW MPE	
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	GMIDW MPE	the permit must not be inconsistent with a cultural heritage management plan under the <i>Aboriginal Heritage Act 2006</i>
s.61(2)	duty to decide to refuse to grant a permit if a relevant determining referral authority objects to grant of permit	MPE	



PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & 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	GMIDW MPE	
s.61(3)(a)	duty not to decide to grant a permit to use coastal Crown land without Minister's consent		Not Applicable
s.61(3)(b)	duty to refuse to grant the permit without the Minister's consent	MPE	
s.61(4)	duty to refuse to grant the permit if grant would authorise a breach of a registered restrictive covenant	MPE	
s.62(1)	duty to include certain conditions in deciding to grant a permit	MPE	
s.62(2)	power to include other conditions	MPE	
s.62(4)	duty to ensure conditions are consistent with paragraphs (a),(b) and (c)	MPE	
s.62(5)(a)	power to include a permit condition to implement an approved development contributions plan	GMIDW MPE	
s.62(5)(b)	power to include a permit condition that specified works be provided on or to the land or paid for in accordance with section 173 agreement	GMIDW MPE	
s.62(5)(c)	power to include a permit condition that specified works be provided or paid for by the applicant	CEO GMIDW MPE	



PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & 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 section 62(5) or section 46N		Not delegated – Council Decision
s.62(6)(b)	duty not to include a permit condition requiring a person to pay an amount for or provide works except a condition that a planning scheme requires to be included as referred to in section 62(1)(a)		Not delegated – Council Decision
s.63	duty to issue the permit where made a decision in favour of the application (if no one has objected)	MPE	
s.64(5)	duty to give each objector a copy of an exempt decision	MPE	Note: VicSmart applications are exempt from requirements of s.64(1), (2) and (3). This provision applies also to a decision to grant an amendment to a permit - see section 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	MPE	This provision applies also to a decision to grant an amendment to a permit - see section 75A.
s.65(1)	duty to give notice of refusal to grant permit to applicant and person who objected under section 57	MPE	
s.66(1)	duty to give notice under section 64 or section 65 and copy permit to relevant determining referral authorities	MPE	



PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s.66(2) & (3)	duty to give a recommending referral authority notice of its decision to grant a permit in the specified circumstances, and include any conditions to which the permit will be subject	MPE	if the recommending referral authority objected to the grant of the permit or the responsible authority decided not to include a condition on the permit recommended by the recommending referral authority
s.66(4) & (5)	duty to give a recommending referral authority notice of its decision to refuse to grant a permit in the circumstances specified, and include the information required under section 66(5)	MPE	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 section 64 or 65	MPE	if the recommending referral authority did not object to the grant of the permit or the recommending referral authority did not recommend that a condition be included on the permit
s.69(1)	function of receiving application for extension of time of permit	MPE	
s.69(1A)	function of receiving application for extension of time to complete development	MPE	
s.69(2)	power to extend time	MPE	
s.70	duty to make copy permit available for inspection	MPE	



PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s.71(1)	power to correct certain mistakes	MPE	
s.71(2)	duty to note corrections in register	MPE	
s.73	power to decide to grant amendment subject to conditions	MPE	
s.74	duty to issue amended permit to applicant if no objectors	MPE	
s.76	duty to give applicant and objectors notice of decision to refuse to grant amendment to permit	MPE	
s.76A(1)	duty to give relevant determining referral authorities copy of amended permit and copy of notice	MPE	
s.76A(2) & (3)	duty to give a recommending referral authority notice of its decision to grant an amendment to a permit in the circumstances specified, and include any conditions to which the permit will be subject	MPE	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) & (5)	duty to give a recommending referral authority notice of its decision to refuse to grant an amendment to a permit in the circumstances specified, and include the information required under section 76A(5)	MPE	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 section 64 or 76	MPE	if the recommending referral authority did not object to the amendment of the permit or the recommending referral authority did not recommend a condition be included on the amended permit



PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s.76D	duty to comply with direction of Minister to issue amended permit	MPE	
s.83	function of being respondent to an appeal	GMIDW	
s.83B	duty to give or publish notice of application for review	MPE	
s.84(1)	power to decide on an application at any time after an appeal is lodged against failure to grant a permit		
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		
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		
s.84(6)	duty to issue permit on receipt of advice	MPE	
s. 84AB	agree to confining a review by the Tribunal		
s.86	duty to issue a permit at order of Tribunal	MPE	
s.87(3)	power to apply to VCAT for the cancellation or amendment of a permit	GMIDW MPE	
s.90(1)	function of being heard at hearing of request for cancellation or amendment of a permit	GMIDW MPE	
s.91(2)	duty to comply with the directions of VCAT	MPE	



PLANNING AND ENVIRONMENT ACT 1987			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS & LIMITATIONS
s.91(2A)	duty to issue amended permit to owner if Tribunal so directs	MPE	
s.92	duty to give notice of cancellation/amendment of permit by VCAT to persons entitled to be heard under section 90	MPE	
s.93(2)	duty to give notice of VCAT order to stop development	GMIDW MPE	



PLANNING AND ENVIRONMENT REGULATIONS 2015			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS AND LIMITATIONS
r.21	power of responsible authority to require a permit applicant to verify information in an application for a permit or to amend a permit or any information provided under section 54 of the Act	GMIDW MPE	



PLANNING AND ENVIRONMENT (FEES) REGULATIONS 2016			
Column 1	Column 2	Column 3	Column 4
PROVISION	THING DELEGATED	DELEGATE	CONDITIONS AND LIMITATIONS
r.19	power to waive or rebate a fee other than a fee relating to an amendment to a planning scheme	CEO GMIDW	
r.21	duty to record matters taken into account and which formed the basis of a decision to waive or rebate a fee under r.19 or 20	CEO GMIDW	



Council Policy Manual

WEST WIMMERA SHIRE COUNCIL

COUNCIL POLICY			
ADVOCACY POLICY		Policy No:	
		Adopted by Council:	14 Oct 1999
		Next review date:	19 Apr 2017
Senior Manager:	Chief Executive Officer		
Responsible Officer:	Chief Executive Officer		
Functional Area:	CEO & Governance		
Introduction & Background	Council is committed to promoting the aspirations of Shire residents to other tiers of government in order to protect the quality life in the Shire by: a. Providing evidence based advocacy for improved infrastructure. b. Seeking opportunities to stimulate economic growth and investment in the region. c. Building positive partnerships within the community, region and state. d. Providing leadership and good governance. e. Advocating for improvements and investment across the entire Shire. f. Advocating and developing partnerships with key stakeholders, other tiers of government and government statutory bodies.		
Purpose & Objectives	I. To provide a framework for Council's advocacy efforts. II. To influence decisions by other tiers of Government and other key stakeholders that will have an effect on the Shires residents. III. To utilise community information to create an evidence base for advocacy.		
Policy Details			
1.	Scope		
	This policy applies to Council and its Officers when establishing and delivering on key advocacy themes and priorities, and how Council resources its efforts to advocate on behalf of the community.		
	The Chief Executive Officer, Mayor and Councillors play a key role in the development and maintenance of political relationships to pursue Council's advocacy on behalf of the community. Council Officers will prepare strategies tailored specifically for each advocacy effort.		



Council Policy Manual

WEST WIMMERA SHIRE COUNCIL

2.	Advocacy Definition
	Advocacy is an action intended to influence those who hold governmental, political or economic authority and/or influence to implement public policies, resource allocation and projects to the benefit of residents and businesses within West Wimmera Shire.
3.	Council Plan
	<p>The West Wimmera Shire Council Plan is pivotal in identifying the issues that matter to the local community.</p> <p>The Plan identifies themes and priorities for how Council directs its resources, and how it uses its voice to advocate on behalf of residents.</p>
4.	Advocacy Principles
	<p>The following principles reinforce Council's approach to advocacy:</p> <ul style="list-style-type: none"> a. Representative of local need: Council's advocacy actions will be based upon policy and strategic positions adopted by Council, in direct response to the needs of the community. b. Community engagement: Council will inform and engage the community on its advocacy efforts and outcomes. c. Partnerships and Alliances: Council will optimise its likelihood of success by working in collaboration with other organisations with similar aims. d. Outcome Focussed: Council will direct its advocacy towards providing solutions to issues highlighted by the community. e. Council will prioritise its advocacy campaigns on an annual basis in conjunction with the Council Plan review each year.
5.	Successful Advocacy
	The level of success of an advocacy campaign will be measured by the achievement of objectives within the Council Plan and the degree to which other tiers of Government support community aspirations.
6.	Policy Implementation
	The Advocacy Policy will be implemented and directed by the Advocacy Procedure, which is signed off by the Chief Executive Officer and Senior Management Group.

Policy Adopted:	Ordinary Meeting 14/10/99	Minute Book Page 6721	RecFind
Policy Reviewed:	Ordinary Meeting 25/07/02	Minute Book Page 10300	RecFind
	Ordinary Meeting 06/04/06	Minute Book Page 13682	RecFind
	Ordinary Meeting 11/03/10	Minute Book Page 17759	RecFind 16/002617



Council Policy Manual

WEST WIMMERA SHIRE COUNCIL

	Ordinary Meeting 19/04/17		
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Draft

DRAFT ADVOCACY STRATEGY

1.0 Background

What's the issue?

It is important to articulate what the issue is about and why it warrants the organisation's focus. This might include a brief history of the issue and any previous actions taken by Council.

Consider the following:

- *What is the matter concerning?*
- *Who does it impact?*
- *What is driving the issue?*
- *Why should Council be interested in this?*
- *Is advocacy the best approach?*

Notes:

2.0 Scope

What is and is not included in Council's advocacy project?

Some issues may be quite broad, while others will already be more defined. Regardless, you should specify the extent of Council's involvement in the issue. For example, is the organisation intending to dedicate considerable time and resources, or is the issue a lower priority? Is this likely to be an ongoing commitment, or is this a one-off issue that will shortly conclude?

'Scope creep' can happen with any project, so it is useful to be clear at the outset as to Council's commitment. This is also important for stakeholders and community groups to understand so as to ensure that expectations are aligned.

Consider the following:

- *What is the degree of Council's involvement?*
- *What is the community's expectation of Council's involvement*
- *What are the timeframes involved?*
- *What things will be included?*
- *What things will be excluded?*

Notes:

3.0 Objectives

What does Council hope to achieve through its advocacy?

Advocacy has a purpose – it aspires to effect some kind of change. Your objectives should articulate what you are hoping to achieve, and by which the success of your advocacy can be measured.

Keep your objectives realistic and ensure they are clear.

Consider the following examples:

- *To seek the government's support to...*
- *To encourage XYZ agency to...*
- *To increase community awareness of...*
- *To support XYZ group to...*

Notes:

4.0 Key Issues

What are the issues central to the matter?

You will need to determine which issues are the priority issues that need to be addressed.

It is important to clearly identify the key issues, as these will inform the development of your key messages.

Remember that for complex matters there will be a large number of issues involved, but not all of them will be relevant to Council. Nor is it realistic to pursue all issues. You should prioritise them so you know their level of importance to your case.

Notes:

5.0 Key Messages

What message are you trying to promote through your communications?

It is important to have a clear set of messages that will sit behind all outbound communications, such as media, correspondence and submissions. These should fall from the 'key issues' already identified.

For more complex issues you can group your key messages under headings.

The key messages must be clear and concise. Keep key messages to a minimum (ie. focus on what is important).

Examples:

Scene setters:

- The issue concerns...XYZ
- Council is concerned about...
- Council supports / does not support...
- Council is advocating on this issue because...

The 'ask':

- Council is seeking...
- Council is requesting...

Notes:

6.0 Stakeholders

Who needs to be involved and how?

There may be a number of target audiences and interested parties, each with their own role:

- Who will give you the information you need? (informers)
- Who are you pitching to? (audience / decision makers)
- Who are your allies? (like-minded agencies / community groups)
- Who are your observers? (Other parties with a general interest)
- Who are the detractors? (People who may hold a different view or interest)

Each will need to be involved in a different degree. Think about how and when they are included, and whether you are informing, collaborating, asking for views, or even *not* seeking to engage.

Most advocacy issues will be those that impact on the community. Bringing the community 'on the journey' will assist they cause by building the advocacy base.

Notes:

7.0 Advocacy approach and tools

What style and tools will you employ to respond to the issue?

This heading covers two related issues: the style of the advocacy approach warranted by the issue and the methods employed to carry out the advocacy.

Style: Is this a time-critical issue that requires an urgent, more vigorous approach, or is this an ongoing issue that is best dealt with via more measured and formal means?

Regardless of timeframes or the perceived importance of an issue, Council's advocacy should be based on the principle of trusted, respectful and constructive dialogue. This means:

- | | |
|---------------|---|
| Trusted: | <ul style="list-style-type: none">▪ Not divulging sensitive or confidential information▪ Being reliable and carrying out commitments |
| Respectful: | <ul style="list-style-type: none">▪ Using courteous language and approaches▪ Avoiding public 'shaming' or open disagreements |
| Constructive: | <ul style="list-style-type: none">▪ Having a clear 'ask' and remaining outcome-oriented▪ Not focusing on old grievances, but looking to the future |

Methods: There are a range of different vehicles available to communicate your message. These should be considered based on circumstance and the style of advocacy employed. They include the following:

- Formal submissions (government and agency inquiries and reviews)
- Correspondence (direct letters to decision makers; letters to affected parties)
- Face-to-face meetings (decision makers; politicians)
- Participating in industry forums (also speaking at conferences or events)
- Local media (media releases, letters to the editor)
- Social media
- Networks and databases
- Letters of support (letters provided to others to support their advocacy)

Notes:

8.0 Milestones and schedule

What are you going to do and when?

What are the critical dates (ie. submissions due / decisions being made) and plan around these.

Develop a timetable or Gantt chart of activities taking note of lead times and providing for contingency where relevant.

Notes:

9.0 Indicators of success

How will you measure whether your actions have been successful?

It is important to establish some indicators to be able to measure the efficacy of the strategy. Some of these may include:

- Whether the 'ask' has been met
- The degree of Council's contribution to change
- Level of media coverage
- Level of public awareness
- Level of community participation

You should make time in your schedule of activities to review your indicators of success, such that you can modify your strategy if the approach is not as effective as anticipated.

Notes:

Advocacy Strategy Template

TABLE A – Advocacy strategy summary template

Background	<i>What is the issue?</i>	
Scope	<i>What is and is not included in Council's advocacy project?</i>	
Objectives	<i>What does Council hope to achieve through its advocacy?</i>	
Key issues	<i>What are the key issues surrounding the matter?</i>	
Key messages	<i>What message are you trying to promote through your communications?</i>	
Stakeholders	<i>Who needs to be involved and how?</i>	
Advocacy style and approach	<i>What style and tools will you employ to respond to the issue?</i>	
Milestones and schedule	<i>What are you going to do and when?</i>	(COMPLETE TABLE B)
Indicators of success	<i>How will you measure whether your actions have been successful?</i>	

