



# AGENDA

## ORDINARY MEETING OF COUNCIL

Tuesday, 16 February 2016

To be held Swan Hill Town Hall Council  
Chambers McCallum Street, Swan Hill  
Commencing at 2:00 PM

**COUNCIL:**

Cr LT McPhee – Mayor

Cr JN Katis

Cr CM Adamson

Cr GW Norton

Cr GI Cruickshank

Cr JA Kiley

Cr JB Crowe

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**SECTION A – PROCEDURAL MATTERS**

- **Open**
  
- **Acknowledgement to Country**
  
- **Prayer**
  
- **Apologies**
  
- **Confirmation of Minutes**
  - 1) Ordinary Meeting held on 25 December 2015
  - 2) Extraordinary Council Meeting held on 19 January 2016
  
- **Declarations of Conflict of Interest**
  
- **Receptions and Reading of Petitions, Memorials, Joint Letters and Deputations**
  
- **Public Question Time**

## **SECTION B – REPORTS**

### **B.16.2 FREE SATURDAY CAR PARKING TRIAL**

**Responsible Officer:** Director Development and Planning  
**File Number:** S24-02-01  
**Attachments:** 1 Free Saturday Morning Parking

#### **Declarations of Interest:**

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

#### **Summary**

This report seeks a Council resolution on the future of the Free Saturday Car Parking Trial.

#### **Discussion**

Following an approach from Swan Hill Inc, Council have been trialling Free Saturday Morning Car Parking initiative. The trial commenced on Saturday 5 September 2015 and was run until Saturday 2 January 2016.

The original proposal from Swan Hill Inc was seeking Saturday morning parking to be free across the entire year. The reasoning from Swan Hill Inc for the free Saturday morning car parking was to “encourage shoppers to spend more time shopping without the concern that they will receive a fine due to their time having lapsed on their meter. It is a general opinion that if the shopper must go back to their vehicle to check on the meter they do not continue shopping” (as per Swan Hill Inc letter dated 6 May 2015).

The trial period is now complete ending after Saturday 2 January 2016 (the free parking on Saturday’s is however continuing until Council make a final decision on this initiative). Following the trial finishing Swan Hill Inc have conducted a survey of 209 businesses that are located in streets where paid parking on Saturdays is in place in all or part of the street. Of the 209 businesses 68 responded to the survey. A report from Swan Hill Inc detailing the results of this survey is attached.

As a brief summary, Swan Hill Inc identifies the key survey findings as the following:

- *37% indicated a positive impact on their business measured by increased sales, increased foot traffic and increased length of time customers spent in their business.*
- *53% agreed that it was well received by shoppers and that it was seen as an excellent goodwill gesture by the community.*
- *27% indicated their customers were aware of the free parking*

Swan Hill Inc have then included the following conclusion and recommendation:

*The survey clearly reflects that the project was well received by both businesses and shoppers, however the lack of awareness to the general public could have had a negative impact on the results. It is therefore Swan Hill Incorporated's recommendation that the project be implemented again for the same period 2016/2017 with improved communication to the public followed by a survey with the businesses.*

In order to increase the awareness of the Free Saturday Parking, if it is continued, Swan Hill Inc have expressed conditional support (support conditional on receiving a quote that fits within their budget) to provide stickers for the car parking meters to ensure greater awareness is achieved.

From a Council perspective the following data is available to inform Councillors when considering the Free Saturday parking.

Across the period of the free trial Council actually received \$5.80 in parking meter fees. The \$5.80 was put in the meters on the first Saturday the trial was run (Saturday 5 September 2015), after the first Saturday the meters were modified so it wasn't possible to place coins in them. As a result across the rest of the trial period no parking meter fees were collected.

Across the same period in 2014, \$6,980.80 was collected through Saturday parking. The table below breaks down the fees paid on each Saturday.

<b>2014/15 Saturday Car Parking Revenue</b>		
<b>Date</b>	<b>Total Parking Fees</b>	<b>Comments</b>
6/09/2014	\$ 330.15	
13/09/2014	\$ 326.95	
20/09/2014	\$ 360.25	
27/09/2014	\$ 369.60	
4/10/2014	\$ 347.25	
11/10/2014	\$ 365.55	
18/10/2014	\$ 313.50	
25/10/2014	\$ 13.50	Swan Hill Market Day
1/11/2014	\$ 389.40	
8/11/2014	\$ 372.00	
15/11/2014	\$ 416.05	
22/11/2014	\$ 485.15	
29/11/2014	\$ 481.30	
6/12/2015	\$ 515.60	
13/12/2014	\$ 523.45	
20/12/2014	\$ 603.35	

**SECTION B - REPORTS**

16 February 2016

27/12/2014	\$	409.20	
3/01/2014	\$	358.55	
<b>Total</b>	<b>\$</b>	<b>6,980.80</b>	

The table above highlights that 'peak' usage of metered parking on a Saturday takes place between Saturday 15 November and runs until Saturday 27 December, this aligns with expected Christmas and School holiday shopping patterns.

With regards to the overall collection of car parking meter fees across the trial period the following table shows a comparison of the fees collected for the past three years (2013-14, 2014-15 and 2015-16):

	<b>Sep MTH Actuals</b>	<b>Oct MTH Actuals</b>	<b>Nov MTH Actuals</b>	<b>Dec MTH Actuals</b>	<b>Total</b>
<b>2013-14</b>	23,244.49	24,709.09	19,637.96	21,270.36	88,861.90
<b>2014-15</b>	18,764.86	20,369.00	24,833.59	22,592.36	86,559.81
<b>2015-16</b>	18,304.86	24,567.73	19,608.04	25,838.00	88,318.63

The table above shows that while across the trial period roughly \$7,000 in parking meter fees has not been collected, this hasn't actually had any impact on the fees received when compared with the 2013-14 and 2014-15 financial years for the same period.

Looking at the 2015-16 fees in the context of Council's annual budget for parking meter fees shows the following:

<b>Jul MTH Actuals</b>	<b>Aug MTH Actuals</b>	<b>Sep MTH Actuals</b>	<b>Oct MTH Actuals</b>	<b>Nov MTH Actuals</b>	<b>Dec MTH Actuals</b>	<b>Total</b>	<b>Annual Budget</b>	<b>YTD Budgets Dec 2015</b>	<b>Variance</b>
27,274	21,159	18,304	24,567	19,608	25,838	136,752	280,000	140,000	(3,247.19)

As per the table above without the Saturday morning car parking fees included across the trial period the car parking meter fees are trending \$3,247.19 under budget. With these fees included (\$6,980.80) then this line item would be trending above budget with a positive variation of \$3,733.61 at the end of December. Utilising fees received from previous years, Council generally receives just over 51% of parking meter fees between January to June. As such at the end of the year with the Free Saturday trial period included Council should receive fees right of \$280,000. Without the free Saturday parking included it is expected that fees of \$290,000 for the year would be received.

**Consultation**

Swan Hill Inc has completed consultation with 209 businesses through the direct issue of a survey to provide input into this review process.

Swan Hill Inc have expressed conditional support (support conditional on receiving a quote that fits within their budget) to provide stickers for the car parking meters to ensure greater awareness of Free Saturday Parking, if it is continued.

### **Financial Implications**

If the free Saturday parking was undertaken across a full year it is expected that this would reduce car parking meter fees by roughly \$25,000 annually.

### **Social Implications**

As per the Swan Hill Inc survey, traders believe that the free Saturday morning car parking has been well received by shoppers and was seen as an excellent goodwill gesture by the community.

### **Economic Implications**

Surveys completed by traders present a mixed message as to the effectiveness of free Saturday car parking from an economic standpoint

### **Environmental Implications**

Nil

### **Risk Management Implications**

Nil

### **Council Plan Strategy Addressed**

***Community Wellbeing*** - A sense of belonging, ensuring that all people have a place in our community.

### **Options**

1. Council can choose to not provide any further free Saturday morning car parking
2. Council can choose to provide free Saturday morning car parking on-going and across the entire year – this is expected to reduce parking meter fees by roughly \$25,000
3. Council can choose to provide free Saturday morning car parking again next year across the same period (first Saturday in September to the first Saturday in January) – This is expected to reduce parking meter fees by roughly \$7,000
4. Council can choose to provide free Saturday morning car parking again next year across a shorter 'Christmas period', proposed to be from Saturday 19

November 2016 to Saturday 31 December 2016 – This is expected to reduce parking meter fees by roughly \$3,500

**Recommendation**

**That Council select one of the above options for the Free Saturday Morning Car Parking.**





Free Saturday Morning Parking  
Survey Results

Swan Hill Incorporated  
22 January 2016

## Introduction

Free Saturday morning parking was trialled from 5 September 2015 until 2 January 2016. An initiative suggested by Swan Hill Incorporated and supported by Swan Hill Rural City Council, for which Swan Hill Incorporated express their gratitude. Subsequently Council has extended the trial period until a final decision at their February meeting, based on the outcome of the survey undertaken by Swan Hill Incorporated with business.

## Survey Methodology and Objectives

The survey was e-mailed to 209 businesses that are located in streets where paid parking on Saturday mornings is implemented in part or all of the street. The survey consisted of 7 questions and was predominantly aimed at gauging the impact the project had on their business and customers.

## Survey Findings

68 businesses responded to the survey. Below are some of the key findings:

- 37% indicated a positive impact on their business measured by increased sales, increased foot traffic and increased length of time customers spent in their business.
- 53% agreed that it was well received by shoppers and that it was seen as an excellent goodwill gesture by the community.
- 27% indicated their customers were aware of the free parking

## Conclusion and Recommendations

The survey clearly reflects that the project was well received by both businesses and shoppers, however the lack of awareness to the general public could have had a negative impact on the results. It is therefore Swan Hill Incorporated's recommendation that the project be implemented again for the same period 2016/2017 with improved communication to the public followed by a survey with the businesses.

## Detail of the Survey Results

Question 1: 68 Responses

### **What impact, if any, has the free car parking on Saturdays had on your business?**

37% of respondents indicated it had a positive impact.

54% of respondents indicated that it had no impact

Reasons provided to substantiate the positive feedback included comments that the free parking was the reason for customers shopping, increased sales, increased foot traffic and customers spent more time in the shop.

The majority of the 54% that reported that there was no impact are businesses situated in parts of the street that do not have metered parking or are not open on Saturdays.

Question 2: 66 Responses

### **Which of the following statements do you agree with?**

53% of respondents agreed that it was well received by shoppers and that it was seen as an excellent goodwill gesture by the community.

30% of the respondents agreed that it attracted more people to town, customers were encouraged to stay in town longer and it made it easier for customers to access their business.

Question 3: 65 Responses

### **What effect has the introduction of free parking on Saturdays had in town and had on the number of people visiting your business?**

20% of respondents said that they saw an increase in either the town or visiting their own business

39% of the respondents reported no effect.

14% of the respondents did not know

25% of the respondents did not give a direct response but opted to write a comment.

The analyses of the comments received is as follows:

50% are either not open on a Saturday or are not near metered parking.

25% indicated there was either increase customer count or sales.

25% were inconclusive

Question 4: 64 Responses

**What effect, if any, has the introduction of free parking on Saturdays had on your turnover?**

17% reported an increase in turnover

53% reported that there was no effect

19% did not know

2% said it reduced turnover

10% did not select an answer, but wrote a comment.

The analyses of the comments is as follows:

17% responded that there was no change

84% inconclusive

Question 5: 67 Responses

**Where is your business located?**

22% Campbell Street between McCrae and McCallum

19% McCallum Street

15% Other

14% Campbell Street between Rutherford and McCrae

10% Beveridge Street

8% Campbell Street between McCallum and Pritchard

12% McCrae, Rutherford and Curlewis Streets

Respondents from the category 'Other' were predominantly on the far ends of Campbell Street where there is no metered parking.

Question 6: 63 Responses

**What is the nature of your business? Please state retail, office, service, accommodation, restaurant, tourist attraction or other.**

52% Retail

17% Services

11% Professionals

13% Hospitality (Café's / Accommodation)

7% Various (Education, Manufacturing)

Question 7: 66 Responses

**Where your customers aware of the Free Parking on Saturdays?**

36% - Did not know if their customers were aware

27% - Their customers were aware

11% - Their customers were not aware

**B.16.3 QUARTERLY REVIEW OF FINANCIAL PERFORMANCE AND FINANCIAL POSITION TO 31 DECEMBER 2015**

**Responsible Officer:** Acting Director Corporate Services  
**File Number:** 42-20-00  
**Attachments:** 1 Statement of Income & Expenditure 31-12-15  
 2 Summarised Balance Sheet as at 31-12-15

**Declarations of Interest:**

David Lenton - 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 six months to 31 December 2015 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 six months ended 31 December 2015 are included with this report.

Major variations to budget as at 31 December 2015 are explained by way of notes on the attached report.

The forecast result is expected to be slightly better than budget. The predicted surplus assumes that Major Projects and Capital Works during the last six months of the financial year will be within budget.

Significant forecast variations to budget include:

	Previous Forecast Variances		Current Forecast Variances	
Rates	\$58,000	Favourable	\$58,000	Favourable
Grants Commission	\$17,000	Unfavourable	\$17,000	Unfavourable
Grants expected 2014/15, received 2015/16	\$62,000	Favourable	\$66,000	Favourable
Rates Discount	\$20,000	Unfavourable	\$20,000	Unfavourable
Loan Interest and Repayment	\$8,000	Favourable	\$8,000	Favourable
Insurance (net)	\$40,000	Favourable	\$30,000	Favourable
Livestock Exchange (net result)	\$40,000	Favourable	\$40,000	Favourable
Public Lighting conversion to L.E.D.'s	\$20,000	Favourable	\$30,000	Favourable
Employee Costs	\$28,000	Unfavourable	\$51,000	Favourable
Pools and Leisure Centres	\$32,000	Unfavourable	\$32,000	Unfavourable
Recruitment costs	\$30,000	Unfavourable	\$25,000	Unfavourable
Parking Fines	\$10,000	Unfavourable	\$25,000	Unfavourable
Fuel Tax Credits	\$10,000	Favourable	\$10,000	Favourable
Other Items (net)	\$23,000	Unfavourable	\$22,000	Favourable

Acquisition of Land (net of Reserve Funds)	-	-	\$30,000	Unfavourable
Interest of overdue rates & collection costs	-	-	\$5,000	Favourable
Building & Planning Permit Income	-	-	\$40,000	Favourable
Laneway closures costs	-	-	\$15,000	Unfavourable
Grants & Contributions	-	-	\$23,000	Favourable
Cleaning Public Toilets	-	-	\$80,000	Unfavourable
Pioneer Settlement net result	-	-	\$105,000	Unfavourable
Home and Community Care Grant	-	-	\$50,000	Favourable
Home Maintenance contracts	-	-	\$30,000	Favourable
Corporate Management Projects	-	-	\$30,000	Unfavourable
Fuel	-	-	\$85,000	Favourable
Workcover Premiums	-	-	\$37,000	Favourable
Rate Recovery Sales Deferred to 2016/17	-	-	\$40,000	Unfavourable
	<b>\$78,000</b>	<b>Favourable</b>	<b>\$166,000</b>	<b>Favourable</b>
Less: Income owing from 2014/15	\$88,000	Unfavourable	\$88,000	Unfavourable
<b>Net Variation to 2015/16 Budget</b>	<b>\$10,000</b>	<b>Unfavourable</b>	<b>\$78,000</b>	<b>Favourable</b>

### Consultation

Consultation occurred as part of the Budget preparation process.

### Financial Implications

The report shows a predicted rates determination surplus \$78,000 better than budget for the 2015/16 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 final six months of the year. In particular the anticipated surplus relies on the success of the Heartbeat of the Murray Experience.

### **Council Plan Strategy Addressed**

***Governance and Leadership*** - Effective and efficient utilisation of resources.

### **Options**

Nil

### **Recommendation**

**That Council note the contents of this report**



**SWAN HILL RURAL CITY COUNCIL  
STATEMENT OF INCOME & EXPENDITURE  
FOR THE 6 MONTHS ENDING 31/12/2015**

	Actual Year To Date 31/12/2015 \$000	Budget Year To Date 31/12/2015 \$000	\$ Variance To Budget \$000	% Variance To Budget	Original Annual Budget 2015/16 \$000	Notes
<b>OPERATING INCOME :-</b>						
Rates, garbage charges and marketing levy	24,983	25,033	(50)	-0.2%	25,033	
Statutory fees & fines	384	549	(165)	-30.1%	1,097	1
User fees	2,448	2,714	(266)	-9.8%	5,428	2
Grants - operating (recurrent)	4,979	6,763	(1,784)	-26.4%	13,525	3
Grants - operating (non-recurrent)	494	183	311	169.9%	366	4
Grants - capital (recurrent)	1,244	1,009	235	23.3%	2,017	5
Grants - capital (non-recurrent)	1,760	2,219	(459)	-20.7%	4,438	6
Contributions - cash non recurrent	194	194	0	0.0%	388	
Reimbursements	112	85	27	31.8%	170	
Interest income	170	278	(108)	-38.8%	555	7
Proceeds from disposal of assets	141	366	(225)	-61.5%	731	8
Other revenue	432	1,115	(683)	-61.3%	2,230	9
<b>TOTAL INCOME</b>	<b>37,341</b>	<b>40,508</b>	<b>(3,167)</b>	<b>-7.8%</b>	<b>55,978</b>	
<b>OPERATING EXPENSES (Excluding Depreciation) :-</b>						
Employee benefits	9,805	10,009	(204)	-2.0%	20,018	
Contract payments materials & services	6,140	6,674	(534)	-8.0%	13,348	
Agency payments and community grants	1,090	3,022	(1,932)	-63.9%	6,044	10
Bad & doubtful debts	-	1	(1)	0.0%	1	
Finance costs	185	222	(37)	-16.7%	443	
Other expenses	631	480	151	31.5%	960	11
<b>TOTAL OPERATING EXPENSES (Excl. Depn.)</b>	<b>17,851</b>	<b>20,408</b>	<b>(2,557)</b>	<b>-12.5%</b>	<b>40,814</b>	
<b>OPERATING RESULT ( Excl. Depn. )</b>	<b>19,490</b>	<b>20,100</b>	<b>(610)</b>	<b>-3.0%</b>	<b>15,164</b>	
<b>CAPITAL ITEMS :-</b>						
Capital works/asset purchases - funding sourced	8,289	6,753	1,536	23%	13,506	
<b>SURPLUS (DEFICIT) AFTER CAPITAL ITEMS</b>	<b>11,201</b>	<b>13,347</b>	<b>(2,146)</b>	<b>-16.1%</b>	<b>1,658</b>	
<b>ADD FINANCING TRANSACTIONS</b>						
Loan principal redemption	(423)	(386)	(37)	9.6%	(772)	
Transfers to/from reserves	2,612	-	2,612	0.0%	12	12
Proceeds from loans	-	-	-	0.0%	500	
<b>TOTAL FINANCING TRANSACTIONS</b>	<b>2,189</b>	<b>(386)</b>	<b>2,575</b>	<b>-667.1%</b>	<b>(260)</b>	
<b>BUDGET RESULT SURPLUS</b>	<b>13,390</b>	<b>12,961</b>	<b>429</b>	<b>3.3%</b>	<b>1,398</b>	

- 1 The budget had allowed for parking fees and fines in statutory fees and fines. This income is now reported in user fees and charges. This movement accounts for \$140K of the \$165K variance.
- 2 User fees charged for the Consortium Packaged Care members was \$93K below forecast due to delays in funding being received from the Federal Government. User fees at the Pioneer Settlement were \$169K below budget due to the Heartbeat of the Murray only becoming operational in December, the budget had allowed for this income over the financial year. Other user fees from the Pioneer Settlement are \$151K below forecast, however this variance is expected to be reduced over the peak holiday period. Parking fees and fines now reported in this income category (refer Note 1.)
- 3 Grants for the Consortium Packaged Care program (\$430K) are yet to be received due to funding delays from the Federal Government. Victoria Grants Commission funding was \$1,034K below forecast due to the receipt of 50% of Council's 2015/16 allocation being received in 2014/15.
- 4 Grant funding for the Robinvale Motorcycle Club Lighting (\$61K) and L2P program (\$47K) have been received upfront for the 2015/16 year. Additional grants have been received for Roadside Weeds and Pests (\$75K), Communities for Children (\$47K), Lake Baker Road rabbit control (\$17K), Jaycee Park meeting place (\$20K) and Packaged Care (\$65K).
- 5 First instalment of Roads to Recovery funding was more than forecast. Full year result is expected to be on budget.
- 6 Grants for the Heartbeat of the Murray (\$900K) and projects for the Swan Hill Riverfront Masterplan (\$439K) are yet to be received. These are offset somewhat by \$618K received for Chisholm Reserve Drag Strip that had been forecast to be received last financial year.
- 7 As at 31 December 2015 Council had accrued \$87K of interest income in addition to the \$170K already received.
- 8 Proceeds from the disposal of assets is \$225K below forecast due to a number of vehicle replacements yet to take place and the proposed sale of two blocks of land yet to be finalised.
- 9 Contribution for the Tower Hill Estate development isn't expected until after stage 9 has been completed.
- 10 Payments to the Consortium Packaged Care members have been delayed due to delays in funding from the Federal Government. Refer Note 3.
- 11 Licence fees for computer software were paid upfront at the beginning of the year.
- 12 The significant transfer from reserves is the Victoria Grants Commission prepayment received in June 2015 for the 2015/16 financial year.

**SWAN HILL RURAL CITY COUNCIL  
SUMMARISED BALANCE SHEET  
AS AT 31/12/15**

	This Year Actual As At 31/12/2015 \$000	Last Year Actual As At 31/12/2014 \$000	\$ Movement Y.T.D. \$000	% Movement Y.T.D.	Budget As At End 2015/16 \$000
<b>CURRENT ASSETS:-</b>					
Cash and Cash Equivalents	17,377	19,064	(1,687)	-8.8%	11,295
Trade & Other Receivables	10,291	10,929	(638)	-5.8%	1,968
Inventories	99	67	32	47.8%	59
Assets held for sale	72	89	(17)	-19.1%	69
Other Assets	379	148	231	156.1%	235
<b>TOTAL CURRENT ASSETS</b>	<b>28,218</b>	<b>30,297</b>	<b>(2,079)</b>	<b>-6.9%</b>	<b>13,626</b>
<b>CURRENT LIABILITIES:-</b>					
Trade & Other Payables	1,797	815	982	120.5%	2,498
Provisions	4,847	4,575	272	5.9%	5,059
Interest Bearing Loans & Borrowings	745	799	(54)	-6.8%	759
<b>TOTAL CURRENT LIABILITIES</b>	<b>7,389</b>	<b>6,588</b>	<b>801</b>	<b>12.2%</b>	<b>8,316</b>
<b>NET CURRENT ASSETS</b>	<b>20,829</b>	<b>23,709</b>	<b>(2,880)</b>	<b>-12.1%</b>	<b>5,310</b>
<b>NON-CURRENT ASSETS:-</b>					
Trade & Other Receivables	91	131	(40)	-30.5%	131
Property, Plant, Equipment & Infrastructure	442,856	405,673	37,183	9.2%	435,202
Intangible Assets	720	726	(6)	-0.8%	726
<b>TOTAL NON-CURRENT ASSETS</b>	<b>443,667</b>	<b>406,530</b>	<b>37,137</b>	<b>9.1%</b>	<b>436,059</b>
<b>NON-CURRENT LIABILITIES:-</b>					
Interest Bearing Loans & Borrowings	7,391	8,188	(797)	-9.7%	7,510
Provisions	1,755	1,661	94	5.7%	1,693
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>9,146</b>	<b>9,849</b>	<b>(703)</b>	<b>-7.1%</b>	<b>9,203</b>
<b>TOTAL NET ASSETS</b>	<b>455,350</b>	<b>420,390</b>	<b>34,960</b>	<b>8.3%</b>	<b>432,166</b>
<b>EQUITY:-</b>					
Accumulated Surplus & Reserves	287,356	283,748	3,608	1.3%	280,307
Asset Revaluation Reserve	167,994	136,642	31,352	22.9%	151,859
<b>TOTAL EQUITY</b>	<b>455,350</b>	<b>420,390</b>	<b>34,960</b>	<b>8.3%</b>	<b>432,166</b>

1 The increase in Property, Plant and Equipment and Infrastructure relates to revaluations that occurred in June 2015.

## **B.16.4 MEDIA POLICY AND PROCEDURE**

**Responsible Officer:** Acting Director Corporate Services  
**File Number:** 22-42-00  
**Attachments:** 1 Media Policy

### **Declarations of Interest:**

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

### **Summary**

Council's Media Policy and Procedure provides guidance and processes for managing communication between Council and the media.

A review of the Media Policy and Procedure has been conducted. The attached document includes changes to the policy.

### **Discussion**

The Media Policy ensures that procedures are in place so that communication between Council and the media is managed appropriately. The policy will:

- Ensure that the appropriate spokesperson has the authority and knowledge to speak on behalf of Council.
- Ensure that staff approached by the media follow appropriate procedure.
- Provide Councillors with procedures regarding the media, including during the election period.
- Ensure that communication between Council and the media is managed effectively and in a timely way.
- Ensure that staff conduct advertising through the Media Unit.
- Provide staff and Councillors with guidelines on emergency management communication.
- Provide guidelines on the release of information during Caretaker Period.

Council adopted the current Media Policy in 2013. As part of the review process the policy has been amended to define the key responsibilities when dealing with the media. Minor changes have been made to the Media Procedure by the Executive Leadership Team. This includes the authorisation of officers to make comment to the media if the relevant Director or Chief Executive Officer authorises them to do so. The reviewed procedure also acknowledges that media releases may be published on Council's social media accounts.

### **Consultation**

Members of the Executive Leadership Team have reviewed the policy.

**Financial Implications**

Nil

**Social Implications**

Nil

**Economic Implications**

Nil

**Environmental Implications**

Nil

**Risk Management Implications**

The media policy will ensure appropriate procedures are in place when responding to media enquires.

**Council Plan Strategy Addressed**

***Governance and Leadership*** - Positive community engagement and inclusiveness.

**Options**

Nil

**Recommendation**

**That Council adopt the Media Policy as presented.**

**POLICY TITLE**            **MEDIA**  
**POLICY NUMBER**    **POL/GOV003D**

**PURPOSE**

To establish protocols for managing communication between Council and the media.

**SCOPE**

This policy applies at all times to all employees and Councillors. During the election caretaker period, employees and Councillors should also refer to the Swan Hill Rural City Council Caretaker Directive and Procedure in conjunction with this policy.

**POLICY**

All Councillors and employees will comply with Council’s media procedures to ensure communication between Council and media is managed appropriately.

The Mayor and the Chief Executive Officer are the official spokespersons for Swan Hill Rural City Council.

Councillors should seek advice and approval from the Chief Executive Officer or Mayor before making comment to the media on Council-related matters.

Directors can act as authorised spokespersons on issues from their areas of responsibility. Officers may provide comment only if the relevant Director or the Chief Executive Officer authorises them to do so.

**RELATED DIRECTIVES/POLICIES**

- Website Directive - DIR/CORP225
- Communication Strategy
- Social Media Policy – POL/GOV 017
- Swan Hill Rural City Council Caretaker Directive – DIR/GOV016
- Councillor Code of Conduct
- Swan Hill Rural City Council Staff Code of Conduct
- Swan Hill Rural City Council Business Continuity and Disaster Recovery Plan

**RELATED LEGISLATION**

- Privacy and Data Protection Act 2014
- Local Government Act 1989

**Signed:** \_\_\_\_\_ **Mayor**                      **Date:** \_\_\_\_\_

## **B.16.5 KEY STRATEGIC INITIATIVES FOR 2015/16 STATUS REPORT FOR THE SECOND QUARTER**

**Responsible Officer:** Acting Director Corporate Services  
**File Number:** 22-23-08  
**Attachments:** 1 KSI Second Quarter Status report

### **Declarations of Interest:**

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

### **Summary**

This is the second quarterly report identifying the status of the Key Strategic Initiatives from the Council Plan for the 2015/16 financial year. This report also provides updates for any actions that were carried over from previous years.

### **Discussion**

The Council Plan 2013-17 includes 78 initiatives and 242 actions, through which the achievement of the Council Plan may be measured over its four-year term.

There are 16 actions in total identified for the 2015/16 period, two actions carried over from the previous Council Plan and 12 actions from prior years of the current plan carried forward to the 2015/16 year. Each action has a nominated responsible officer. In each case, the responsible officer is a member of the Leadership Team, reflecting the importance placed on achieving targets.

The following four actions were completed during the second quarter of the 2015/16 financial year:

- **12.3.2** Harmony Day 2015 linked to other events - To remain separate
- **14.2.1** Commence MSS review
- **19.7.6** Develop and install new Evening Product - Heartbeat of the Murray
- **21.1.1** Review current Waste Management Plan:

Since the adoption of the Council Plan in 2013, six actions have been deemed as no longer applicable.

As some actions span over a number of years they cannot be marked as complete until the end of the plan. These actions are reported on as completed/ongoing.

The progress of all actions is outlined in the table below and the comments section of the attachment to this report.

Year	No. of Actions	Total completed	No longer applicable	Complete/Ongoing	Outstanding	Completed this ¼
Rolled over from previous Council Plan	6	5	-	-	1	
2013/14	76	66	4	-	6	
2014/15	27	16	1	1	9	2
2015/16	16	5	1	-	10	
Future years	123	25	-	34	64	1
Total	248	117	6	35	90	3

### Consultation

Council consulted the community during the development of the Council Plan 2013/17. Public submissions were also called for during the 2014 Council Plan review.

The Council Plan was first adopted at the June Council Meeting 2013. The reviewed Council Plan was adopted at the April Council Meeting 2015.

### Financial Implications

The implementation of most 2015/16 Key Strategic Initiatives was included in the budget.

### Social Implications

Not applicable for this item.

### Economic Implications

Not applicable for this item.

### Environmental Implications

Not applicable for this item.

### Risk Management Implications

Monitoring of Council's progress to implement the Council Plan helps to reduce risks associated with governance and reputation.

### **Council Plan Strategy Addressed**

***Governance and Leadership*** - Community leadership through effective strategic planning.

### **Options**

Nil

### **Recommendation**

**That Council adopt the Key Strategic Initiatives second quarter status report for 2015/16.**



Council Plan Worksheet

Area	Objective	Strategic Initiatives	Actions	When	How we will know we have achieved this	Directorate	Officer/s	Complete Y/N	Comments as at 31 December 2015
<b>Legend</b>									
	Completed	Currently underway/Ongoing	Action yet to be taken						
<b>Initiatives carried over from previous Council Plan</b>									
EG	Housing	Facilitate development of the South West Precinct of Swan Hill	Complete the Planning Scheme Amendment for the South West Development Precinct.	2014-15	Amendment to the Minister of Planning for approval.	DDP	DM		Panel Hearing for all six amendments was undertaken on 10 and 11 December 2015. Council to draft a revised DPO schedule to be circulated to all parties and the Panel by 23 December 2015. Panel is then to make a recommendation within 6 weeks.
EG	Attracting new business	Begin implementation of the Central Business District Masterplans for Robinvale and Swan Hill including identifying links to Riverfronts	4. Determine and complete Year 3 of the Swan Hill CBD Masterplan	May-14	Stage 3 works complete.	DI	EFAM	Y	Works completed in May 2014.
EG	Attracting new business	Development of a strategy to support the attraction of new business based on the regions comparative and competitive advantages as identified in the Economic Development Strategy.	Develop and implement an Investment Attraction Strategy to streamline processes for business investment and to promote the regions comparative and competitive advantages.	Jun-14	Strategy developed.	DDP	ECDM	Y	The Investment Attraction Policy adopted at Council's September 2015 meeting. <b>COMPLETED</b>
EG	Infrastructure	Conduct a review of Council operated aerodromes and implement both CASA requirements and Council recommendations	1. Renewal of current infrastructure	Dec-14	Works completed within available funds.	DI	ECDM	Y	Renewal works completed to the amount of the available funds. <b>COMPLETED</b>
EG	Infrastructure	Conduct a review of Council operated aerodromes and implement both CASA requirements and Council recommendations	4. Call for expressions of interest in potential operation of passenger air services from Swan Hill aerodrome	2014	Expressions of interest advertised if recommended by Business Case for Aerodrome.	DDP	ECDM	Y	Discussions with potential commercial operator has recently ceased due to changes in their commercial direction. Discussions will now be held with Councilors to determine a course of action. <b>COMPLETED</b>
EG	Infrastructure	Commence Program to identify works required on access roads to enable B Double access	1. Determine suitability of Council roads in accordance with the hierarchy	2014	Identify appropriate roads.	DDP	ECDM	Y	National Heavy Vehicle Regulator will determine access as part of national program. Council completed the pre-approval process to determine routes. <b>COMPLETED</b>
<b>Governance and Leadership (15 Strategic Initiatives - 44 Actions)</b>									
GL	Developing open community relationships	1.1 Review and implement actions from the Communication Strategy	1.1.1 Review of existing Communication Strategy	2014-15	Revised Communication Strategy adopted by Council	DCS	ODM	Y	Communication Strategy adopted at July Council Meeting. <b>COMPLETED</b>
GL			1.1.2 Progressively implement actions from revised strategy	2015-17	Half yearly report of achievement of Strategy will be present to Council	DCS	ODM		
GL		1.2 Review results of Community Satisfaction Surveys to identify and implement changes in service demand	1.2.1 Results of Surveys analysed by EMT and Council	2013-17	Annual report to Council presenting Survey results and recommendations	DCS	ODM	CO	1. State Government Community Satisfaction Survey completed and result presented to Council in July 2013. 2. Staff presentations made in February 2014. 3. SHRCC's community satisfaction emailed to Councilor in August 2014 as per CEO's request 4. State Government Community Satisfaction Survey result presented to ELT 11 June. Presented at Councilor Assembly 30 June <b>ONGOING</b>
GL		1.2 Service Level Changes implemented where appropriate and funded	1.2.2 Service Level Changes implemented where appropriate and funded	2014-17	Service Level changes identified and funded in the Budget	DCS	ODM	CO	Service levels are reviewed as part of the annual budget process. <b>ONGOING</b>
GL	Developing open community relationships	1.3 Produce and distribute a Community Newsletter three times a year	1.3.1 Produce and distribute a Community Newsletter three times a year	2013-17	Newsletter distributed in April, August and December	DCS	ODM	CO	August 2013 December 2013, April 2014, August 2014, December 2014, March 2015, April 2015, July 2015 newsletters distributed. <b>ONGOING</b>
GL	Developing open community relationships	1.4 Develop Council's systems and processes to improve Customer Service	1.4.1 Implement the I.T. Strategy within the available funds 1.4.2 Develop Customer Service Strategy	2013-17	Annual report on completion of actions from I.T. Strategy presented to Council	DCS	ITM	CO	IT Strategy actions from the previous IT Strategy are complete. A new IT Strategy is now being developed to underpin the objectives of the new Council Plan. <b>ONGOING</b>
GL				2014-15	Charter adopted Draft Customer Service Strategy presented at ELT & LT for their input in August 2015. Actions already implemented include: 45 employees have completed Customer Service Training Improved Website accessibility Linked the After Hours Call Centre requests to the Service Request System Expanded the Service Request system to cover animal control, building maintenance Customer Service. Draft presented to ELT Nov 15, booked into LT Feb 16.	DCS	ODM		

Council Plan Worksheet									
Area	Objective	Strategic Initiatives	Actions	When	How we will know we have achieved this	Directorate	Officer/s	Complete Y/N	Comments as at 31 December 2015
GL	Developing open community relationships	1.3 Council will investigate and implement new technologies to better communicate with our community	1.5.1 Develop a Social Media Policy	2013-14	Policy adopted by Council	DCS	ODM	Y	Social Media Policy adopted in February 2013. <b>COMPLETED</b>
GL			1.5.2 Implement Social Media Policy within existing resources	2013-17	Social media 'sites' established and maintained for Council and 4 selected areas of Council operations.	DCS	ODM	Y	Social Media sites (Facebook and Twitter) launched 1 October 2013. <b>COMPLETED</b>
GL			1.5.3 Launch new Council Website	2013-14	New Website live and active	DCS	ITM	Y	Website launched 1 October 2013. <b>COMPLETED</b>
GL			1.5.4 Website content kept up to date	2013-17	Website page audit reports to prompt review and updating of old information	DCS	ITM	CO	All web content now goes through a six monthly review to identify content due for update. An automated review and approval process follows. Syndication has now been installed on all but one of the Council web sites. <b>ONGOING</b>
GL	Developing open community relationships	1.6 Progressively develop "Easy Read" Council communication documents	1.6.1 Review and update Council publications and forms to ensure they are easy to read and understand	2013-17	All media releases and speeches, Annual Report, Council Plan, Policies due for review, new website information to be written in "easy read" format. Six Council forms to be reviewed and updated each year.	DCS	ODM	CO	Annual Report, Council Plan, reviewed policies and website content all written in easy read format. <b>COMPLETE AND ONGOING</b>
GL			1.6.2 Easy Read training to be provided on an ongoing basis to appropriate staff	2013-17	Training offered and undertaken	DCS	ODM	CO	12 staff completed at the end of 2012. Training due April 2016 <b>ONGOING</b>
GL	2. Councillor and staff accountability	2.1 Review the SHRCC Councillor and staff Codes of Conduct	2.1.1 Review existing Councillor Code of Conduct against DPCD guidelines and values statements in Council Plan.	2013-14	Existing Code reviewed, updated and presented at Councillor Assembly	DCS	ODM	Y	Councillor Code of Conduct reviewed and presented at Councillor Assembly in October 2013. <b>COMPLETED</b>
GL			2.1.2 Adopted revised Councillor Code of Conduct	2013-14	Revised Code adopted by Council	DCS	ODM	Y	Revised Councillor Code of Conduct was approved at the November 2013 Statutory Council Meeting. <b>COMPLETED</b>
GL			2.1.3 Review existing Staff Code of Conduct against DPCD guidelines, current employment law and values statements in Council Plan.	2014-15	Existing Code reviewed and presented to Consultative Committee meeting	DCS	ODM	Y	Staff Code of Conduct reviewed. <b>COMPLETED</b>
GL			2.1.4 Adopt revised Staff Code of Conduct	2015-16	Revised Code adopted by EMT	DCS	ODM	Y	Staff Code of Conduct signed off in December. <b>COMPLETED</b>
GL	3. Responsible Management of Resources	3.1 Develop and review plans, policies, directives and procedures as required.	3.1.1 List of all relevant documents to be prepared including a review date	2013-14	List finalised and approved by EMT	DCS	ODM	Y	Policy, Directive and Procedure Master list completed. Plans and strategies document completed. <b>COMPLETED</b>
GL			3.1.2 Documents reviewed and updated prior to expiry	2014-17	No expired documents	DCS	ODM	CO	<b>COMPLETED</b>
GL	Responsible Management of Resources	3.2 Pursue Strategic Land Acquisitions and review Council's existing land bank	3.2.1 Conduct a review to identify what type, size and location of land Council may require for its Strategic objectives over the next 10 years	2013-14	Confidential list of the sort of land Council may require to be prepared	DCS	DCS	Y	Review has commenced. Report presented to Councillor Assembly in February 2015. <b>COMPLETED</b>
GL			3.2.2 Review Council's existing "Land Bank" against the above list	2013-14	Existing Land holdings to be identified as required or surplus to needs	DCS	DCS	Y	Review is complete. Now compiling and confirming title details. Report presented to Councillor Assembly in September 2015. <b>COMPLETED</b>
GL			3.2.3 Prepare a disposal strategy for any surplus land	2014-15	Strategy prepared and approved by Council	DCS	DCS	CO	Piangli Hall, former Piangli MCH building and Waitchie Hall have been sold. High priority properties identified for disposal are currently being prepared for sale. <b>ONGOING</b>
GL			3.2.4 Implement the Disposal Strategy as appropriate	2014-17	Surplus land progressively disposed of	DCS	DCS	CO	Piangli Hall, former Piangli MCH building and Waitchie Hall have been sold. High priority properties identified for disposal are currently being prepared for sale. <b>ONGOING</b>
GL			3.2.5 Pursue acquisition and/or control of land identified as being required	2014-17	Appropriate land progressively acquired	DCS	DCS	CO	77 Bromley Road acquired. Negotiating the acquisition of two other sites. <b>ONGOING</b>
GL	4. Valuing our staff	4.1 Negotiate of new EBA	4.1.1 Determine Council position on pay increases, work place flexibilities etc	2013-14	Position determined	DCS	ODM	Y	Final EBA meeting in June, Draft EBA document to be voted on early July 2014. <b>COMPLETED</b>

Area	Objective	Strategic Initiatives	Actions	When	How we will know we have achieved this	Directorate	Officer/s	Complete Y/N	Comments as at 31 December 2015
GL			4.1.2 Undertake negotiation with staff and unions and develop a draft agreement	2013-14	Draft agreement prepared	DCS	ODM	Y	Final EBA meeting in June, Draft EBA document to be voted on early July 2014. <b>COMPLETED</b>
GL			4.1.3 Fair Work Australia Register the new EBA	2013-14	EBA registered	DCS	ODM	Y	Final EBA meeting in June, Draft EBA document to be voted on early July 2014. <b>COMPLETED</b>
GL			4.1.4 Implement the terms and conditions of the new EBA	2014-17	Ongoing monitoring of EBA terms and conditions by all parties	DCS	ODM	Y	<b>COMPLETED</b>
GL	Valuing our staff	4.2 Introduce measures to continually improve workplace safety and staff health and wellbeing	4.2.1 Review workcover claims, accident and injury reports and insurance claims each year to identify the top 5 causes of workplace injury, accidents and near misses. 4.2.2 Implement recommendations to address top 5 issues identified in the report.	2013-14	Report with recommended improvement actions adopted by EMT	DCS	ODM	Y	1. WorkCover file reviews take place quarterly. 2. Accident and Injury Reports presented to OH&S Committee bi-monthly. 3. Report presented to ELT September 2014. <b>COMPLETED</b>
GL			4.2.2 Implement recommendations to address top 5 issues identified in the report.	2014-15	Recommended actions complete	DCS	ODM	Y	Issues presented to ELT and LT, actions implemented to address these include, training, Occupational Therapist advice and regular case conferences with OBE. <b>COMPLETED</b>
GL			4.2.3 Implement recommendations to address top 5 issues identified in the report.	2015-16	Recommended actions complete	DCS	ODM	Y	Issues presented to ELT and LT, actions implemented to address these include, training, Occupational Therapist advice, regular case conferences with OBE. <b>COMPLETED</b>
GL			4.2.4 Implement recommendations to address top 5 issues identified in the report.	2016-17	Recommended actions complete	DCS	ODM		<b>COMPLETED</b>
GL	5. Nurturing critical external relationships	5.1 Engage with community organisations to increase cooperation and avoid duplication of resources	5.1.1 Update register of community organisations 5.1.2 Identify duplication of resources and services provided 5.1.3 Prioritise a program of meeting with various organisations to negotiate consolidating resources 5.1.4 Assess infrastructure consolidation 5.1.5 Negotiate shared resourcing with organisations	2013-17	Register is loaded onto a common network drive and a review period is implemented	DCS	CSRC	CO	Community Services Directory is now accessible through Customer Services Public site on Alfresco. Updated on an annual or as-needs basis. <b>COMPLETED AND ONGOING</b>
GL				2014-15	Duplications identified	DI	AC		
GL				2015-16	Program developed	DI	AC		
GL				2014-17	Program for rationalisation approved	DI	AC		
GL				2014-17	Outcomes of negotiations approved by Council	DI	AC		
GL	Nurturing critical external relationships	5.2 Identify opportunities to nominate Council for industry recognition	5.2.1 Report to EMT & Council as opportunities arise and seek endorsement 5.2.2 Maintain membership of professional and peak bodies	2013-17	Nominations approved	ELT	CEO	CO	Four projects nominated for LGPro Awards for Excellence of which three were successful. 1. LGPro 2014 Awards for Excellence Sustainability, Initiative - Youth Leading the Mallee Project. 2. Community Access & Infrastructure Initiative 1.5 million and under - George Lay Park Redevelopment. 3. Young Achievers Category - Erin Raggatt <b>ONGOING</b> 4 new memberships with LGPro and 1 membership with Australian Human Resource Institute. Maintained membership of MAV, Rural Councils Victoria, North West Municipalities and Murray Group of Councils <b>ONGOING</b>
GL				2013-17	Nominations lodged with various industry organisations	ELT	ELT	CO	
GL	Nurturing critical external relationships	5.3 Encourage and support Council representatives to obtain positions on relevant boards	5.3.1 Identify opportunities that match the skill set of Councillors and Senior staff	2013-17	Board position opportunities discussed regularly at Council Assemblies	ELT	ELT	CO	Council is well represented on boards and will continue to look for opportunities. Councillor representation on MAV Board (Cr Norton). <b>ONGOING</b>
GL	Nurturing critical external relationships	5.4 Ensure regular dialogue with neighbouring NSW municipalities to assist in reducing cross border issues	5.4.1 Schedule regular meetings / assemblies with Wakool & Bairnald Shires	2013-17	Schedule is established and agreed to by all municipalities	CEO	CEO	CO	Joint tour of Murray Downs and Swan Hill with Wakool Shire in January 2014. Bairnald Municipal Visit: Tuesday 14 April 2015 Wakool Municipal Visit: 12 May 2015 <b>ONGOING</b>

Council Plan Worksheet									
Area	Objective	Strategic Initiatives	Actions	When	How we will know we have achieved this	Directorate	Officer/s	Complete Y/N	Comments as at 31 December 2015
GL			5.4.2 Maintain membership of Central Murray Regional Trans Forum & Murray Tourism Board	2013-15	Councillor rep and Senior staff nominated to administer / participate	CEO	CEO	CO	Membership of, and participation in, both organisations has been maintained. <b>ONGOING</b>
GL			5.4.3 Facilitate discussions with Cross Border Commissioner (NSW) and Dept of Premier & Cabinet (Vic)	2013-17	Meetings scheduled	CEO	CEO	CO	A meeting of NSW Councils (RAMROC) and Murray River Group of Councils (MRGC) that was scheduled or November 2014 has been postponed. <b>ONGOING</b>
GL			5.4.5 Industry based discussions held with Council staff and industry reps	2013-17	Meetings scheduled	CEO	CEO ELT	CO	CEO and Director Development and Planning have had meetings with large Swan Hill Businesses. Industry presentations have been made at Councillor Assembly. <b>ONGOING</b>
		<b>Community Health and Wellbeing (27 Strategic Initiatives:88 Actions)</b>							
CHW	6. Council seeks to connect members of our community to bring people together to find solutions to community problems	6.1 Assist with the review and implementation of community plans	6.1.1 Implementation of plans are an ongoing process. There are currently 11 community plans in place. 6.1.2 Every community plan is reviewed approximately every 18 months. Over a four year period approximately 6 plans are reviewed yearly.	2013-17	Projects identified in the plans are completed and signed off on by relevant community. There will be projects that are investigated by community members and are seen not to be a priority. New community plans are published	DDP	CFO	CO	Projects continue to be implemented throughout the municipality including the planning for three walking tracks and various community gardens among others. <b>ONGOING</b>
CHW				2013-17		DDP	CFO	CO	Reinvigorate community plan review very successful. Over 200 people engaged in 2 days. Reviewed community plan expected for release in early 2016. <b>ONGOING</b>
CHW	7. Building community capacity	7.1 Implement Youth Action Plan	7.1.1 Youth Strategy reviewed and Action Plan developed 7.1.2 Determine Council responsibilities and prioritise for resource allocation. 7.1.3 Implementation of Actions 7.1.4 Review of the Action Plan	2013-14	Council adopts reviewed Youth Strategy, endorses Action Plan Council responsibilities and priorities determined, and resource allocation complete Identified Actions are resourced and completed Process for continual review undertaken and agreed, resources allocated.	DCCS	FYCSM		Provision for new Youth Strategy included in draft Major Projects Plan. Project reauthorised in February 2015. Consultant appointed in March 2015 and work has commenced. Project has advanced with Draft review and draft new Youth Strategy developed and was presented to Cr Assembly 23 June 2015. Youth Strategy presented to Council Meeting on 22/09/2015 - not enough Crs for a quorum. Strategy to be presented in October 2015. Strategy presented and adopted by Council in October 2015. Annual Action Plan to support the Youth Strategy is currently being drafted Annual Action Plan to support the Youth Strategy is currently being drafted
CHW				2013-14		DCCS	FYCSM		Council's participates actively in various working parties: Southern Mallee Youth Partnership Governance project has established a sub-regional governance structure. Jan McEwan represents SHRCC on Mallee Child and Youth Area Partnership led by DHS and DEECD which held its first meeting in September 2014. <b>COMPLETED</b>
CHW	8. Building community capacity	8.1 Provide leadership/support to the community as issues of significance arise	8.1.1 Determine Council's role in our community addressing youth mental health and early intervention service gaps. 8.1.2 (For example) Seek the establishment of a Headspace in Swan Hill.	2013-14	Service gaps determined and Council's role defined A Headspace is established	DCCS	FYCSM	Y	It was announced in October 2014 that a new Headspace Centre will be located in Swan Hill and is due to be open in 2015. Medicare Local has agreed to be the lead agency and business plan has been submitted by Medicare Local in April 2015. <b>COMPLETED</b>
CHW				2013-17	Actions are implemented.	DCCS	FYCSM		
CHW	Building community capacity	8.2 Provide leadership/support to the community as issues of significance arise	8.2.1 Determine Council's role in closing community mental health service gaps. 8.2.2 Implement the agreed actions which are Council responsibility	2013-14	Service gaps determined and Council's role defined Actions are implemented within budget and to agreed timelines	DCCS	FYCSM	Y	Council's participates actively in various working parties, and CEO is a member of the Executive Coalition - the governance structure of the Swan Hill Interagency Youth Service System. <b>COMPLETED</b> CEO is a member of the Swan Hill Youth Mental Health Executive Coalition which has adopted the Youth Mental Health Project Reform Action Plan 2014-2016. <b>COMPLETED</b>

Area	Objective	Strategic Initiatives	Actions	When	How we will know we have achieved this	Directorate	Officer/s	Complete Y/N	Comments as at 31 December 2015
CHW			8.2.3 Implement the agreed actions.	2013-17	Actions are implemented.	DCCS	FYCSM	CO	GEO is a member of the Swan Hill Youth Mental Health Executive Coalition which has adopted the Youth Mental Health Project Reform Action Plan 2014-2016. <b>ONGOING</b>
CHW	9. Supporting people who need extra assistance	9.1 Investigate implications and opportunities through Council's role regarding the Community Based Aged Care reform	9.1.1 Review implications of aged care reform	2013-14	Full understanding of the reforms and their effects on local government are understood by EMT and Council	DCCS	CCSM	Y	Financial modelling and software development for managing CDC for packaged care underway. Review of HACC program has commenced, anticipate first stage to be implemented by mid 2015. Triateral statement of intent from MAV, DSS and DoH confirms current HACC funding level remain in place until 2018. <b>COMPLETED</b>
CHW			9.1.2 Provide the community with a clear direction on what services Council could provide post-2015.	2013-14	Community is fully informed of the direction of Council, the implications for changes to services.	DCCS	CCSM	Y	Communication plan developed to inform community about HACC/HSP service changes. Community has been consulted. <b>COMPLETED</b>
CHW			9.1.3 Identify opportunities for Council in undertaken community aged care	2014-15	Internal processes are finalised and assessed and adopted, delivery models are assessed and adopted.	DCCS	CCSM	Y	Transition to Commonwealth systems to be phased approach over 2015/16 year. Internal processes are in place. <b>COMPLETED</b>
CHW			9.1.4 (Example) Council will use the Consortium model for regional delivery of community-based aged care services.	2015-16	Service delivery is undertaken using the new regime and costs borne by Council equate those previously due to HACC system, or with reduced subsidy.	DCCS	CCSM		First phase of reduction in CHSP achieved with service hours target met in 2014/15. Targets and strategies identified for second phase of program transition in 2015/16.
CHW	Supporting people who need extra assistance	9.2 Finalise, adopt and implement an Early Years Priority Plan	9.2.1 Early Years Plan completed	2013-14	Council has adopted the Plan and endorsed the Actions for referral to annual budget processes.	DCCS	FYCSM	Y	Early Years Plan remained in draft form, however all actions in the draft have been further developed and worked through since 2012. Initiatives have included restructure of Council's early years' services, Nyah West project, greater coordination of kindergarten services, and continuing work to develop staff professional skills. Council may decide to fund a formalised Early Years Plan in future, a proposal will be presented as part of the Major Projects Plan review for 2016 onwards. <b>COMPLETED</b>
CHW			9.2.2 Identified actions for Council, and their outcomes to be undertaken	2014-15	Actions of Council responsibility are completed within budget and timeliness and outcomes achieved by measurable data	DCCS	FYCSM	Y	As above <b>COMPLETED</b>
CHW			9.2.3 Action - to be identified	2014-15	Project is scoped, outcomes determined and community benefit measurable.	DCCS	FYCSM	Y	As above <b>COMPLETED</b>
CHW			9.2.4 Funding sought for action/project	2014-15	Funding is sourced and received	DCCS	FYCSM	Y	As above <b>COMPLETED</b>
CHW			9.2.5 Completion of action/project	2015-17	Action/project completed.	DCCS	FYCSM	Y	If a new plan is developed further projects may be identified. <b>COMPLETED</b>
CHW	Supporting people who need extra assistance	9.3 Implement Disability Action Plan	9.3.1 Implement actions from Objective 1 - Services and facilities for the community	2013-14	All actions completed within time frame.	DDP	RAC	Y	Of 20, 17 have been addressed. The 3 outstanding actions are not able to be addressed due to the unavailability of the specialists required. These 3 actions will be included in the new Disability Action Plan. <b>COMPLETED</b>
CHW			9.3.2 Implement actions from Objective 2 - Council Employment Services	2013-14	All actions completed within time frame.	DDP	RAC	Y	Of 5 actions, 3 have been addressed and 2 will be included in the next disability plan <b>COMPLETED</b>
CHW			9.3.3 Implement actions from Objective 3 - Inclusion and participation in the community	2013-14	All actions completed within time frame.	DDP	RAC	Y	Of 4 actions, 4 have been addressed <b>COMPLETED</b>
CHW			9.3.4 Implement actions from Objective 4 - Planning for attitudinal change in the community	2013-14	All actions completed within time frame.	DDP	RAC	Y	Of 15 actions, 12 have been addressed. 3 will be included in the next disability plan. <b>COMPLETED</b>
CHW	10. Maintaining a safe community	10.1 Promote the development of a strategy to enable communication of emergency management plans and activities to CALD communities	10.1.1 Formulate a process during the development of the Diversity Plan	2014-15	Diversity Plan is adopted, a clear process is developed and resourced for communication of emergency plans to CALD communities	DI DCCS	DI DCCS		Cultural Plan currently in draft form. Hazmat and Structural plan completed as part of Municipal Fire Management Plan. Communication strategy to form part of the plan.
CHW			10.1.2 Implement the process following adoption of the Diversity Plan	2015-17	The communication process is implemented	DCCS	DI DCCS		
CHW			10.1.3 Evaluation of effectiveness	2015-17	The process is evaluated and refined accordingly.	DCCS	DI DCCS		

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Area	Objective	Strategic Initiatives	Actions	When	How we will know we have achieved this	Directorate	
						Officer/s	
						Complete Y/N	
						Comments as at 31 December 2015	
CHW	Maintaining a safe community	10.2 Develop a Hazmat and Structural Fire Plan	10.2.1 Complete an Environmental Scan (including commodity flow survey) of hazardous materials 10.2.2 Complete an Environmental Scan Structures including completion of Structure Fire Plan	2013-14 2013-14	Completion of survey and Hazmat Plan presented to MEMPC Completion of Scan and Structure Fire Plan presented to MEMPC	DI DI	Municipal Fire Management Plan has been updated to include information on structural and hazmat categories. <b>COMPLETED</b> As above. <b>COMPLETED</b>
CHW	Maintaining a safe community	10.3 Investigate a scheme to provide an incentive for undertaking responsible pet ownership training	10.3.1 This initiative will be included as a major focus in the Domestic Animal Management Plan. Plan to be adopted in 2013.	2013-14	Program will be implemented as part of the Domestic Animal Management Plan. A report on the progress of the program will be provided to Council.	PHRSC	Domestic Animal Management Plan adopted at September Council Meeting. <b>COMPLETED</b>
CHW	Maintaining a safe community	10.4 Pursue future funding opportunities to work with the community with regards to projects that provide safety for its members	10.4.1 Active membership of the Police Community Safety Committee 10.4.2 CLASP program outcomes	2013-17 2013-17	Assisting, leading and facilitating initiatives that improve community safety CLASP program successfully completed and outcomes achieved	DI DCCS DI DCCS	CCTV network extended to include cameras at the clock tower, and increasing the range of the cameras along Campbell street. Have also installed cameras in Perrin Street Robinvale. <b>COMPLETED AND ONGOING</b> CLASP program expired 30 June 2014. All indications are that it has been a success. <b>COMPLETED</b> Worked with Police Community Safety Committee to develop Dept Justice grant for August 2015 submission, which was successful for fighting 2016 Police Community safety priorities reviewed at meetings in early 2016.
CHW	11. Facilitate and provide services for health and wellbeing	11.1 Continuous development and continue to identify other partners for Barry Sleigall Reserve in partnership with Places Vic and Swan Hill Inc	11.1.1 Develop specification for next stage of works (wetlands) 11.1.2 Identify potential funding sources 11.1.3 Apply for funding 11.1.4 Secure funding 11.1.5 Tender for works 11.1.6 Complete construction of wetlands works 11.1.7 Develop specification for next stage of works 11.1.8 Identify potential funding sources 11.1.9 Apply for funding 11.1.10 Secure funding 11.1.11 Tender for works	2013-14 2013-14 2013-14 2013-14 2014-15 2015-16 2015-16 2015-16 2016-17 2016-17 2016-17	Specification complete Funding identified Application submitted Funding secured Tender issued Construction complete Specification complete Funding identified Application submitted Funding secured Tender issued	DCS DCS DCS DCS DCS DCS DCS DCS DCS DCS DCS	No longer required. No longer required. No longer required. No longer required. No longer required. No longer required. No longer required. All actions from Masterplan now complete. <b>COMPLETED</b> All actions from Masterplan now complete. <b>COMPLETED</b> All actions from Masterplan now complete. <b>COMPLETED</b> All actions from Masterplan now complete. <b>COMPLETED</b> All actions from Masterplan now complete. <b>COMPLETED</b>
CHW	Facilitate and provide services for health and wellbeing	11.2 Develop the Swan Hill Riverfront Masterplan	11.2.1 Appoint consultants 11.2.2 Schedule internal committee meetings, stakeholder committee meetings and community consultations 11.2.3 Develop communications plan 11.2.4 Complete Master Plan and seek Council adoption 11.3.1 Identify individual projects within Master Plan 11.3.2 Allocate resources and schedule implementation of Master Plan 11.3.3 Update Major Projects plan in accordance with Implementation Plan	2013-14 2013-14 2013-14 2013-14 2013-14	Master Plan developed and adopted by Council. Meetings scheduled Communications Plan Developed Masterplan completed and adopted by Council Implementation program developed. Resources allocated and schedule developed Major Projects Plan updated	DI DI DI DI DI DI DI DI	Master Plan developed and adopted. <b>COMPLETED</b> Meetings of all stakeholders conducted. <b>COMPLETED</b> Communications Plan Developed. <b>COMPLETED</b> Master Plan developed and adopted. <b>COMPLETED</b> Projects identified. <b>COMPLETED</b> Schedule developed. <b>COMPLETED</b> Major projects plan updated. <b>COMPLETED</b>

Area	Objective	Strategic Initiatives	Actions	When	How we will know we have achieved this	Directorate	Officer/s	Complete Y/N	Comments as at 31 December 2015
CHW		11.4 Implement Riverfront Master Plan	11.4.1 Develop detailed designs and costings for projects	2013-17	Projects completed in accordance with timelines	DDP	CDRC		1. Installation of light on the riverfront Stage One completed (Boat Ramp to public toilets including up lighting) Project has been acquitted. 2. CHMP adopted by OAAV 3. CHMP being implemented as projects are developed on the riverfront with site monitors engaged. 4. Discussions with GrainCorp continue next contact scheduled for February 2016 5. Sugar Gums removed on Menash Drive 6. Program established to support Work for the Dole (Work-Crew) to undertake maintenance and revegetation work weekly on the riverfront 7. Work Crew commenced 8. Cod Bike Rack installed 9. Formed partnership with Melbourne Zoo's Horticulturist to support the development of Japanese garden 10. Shared path signage marking commence
CHW			11.4.2 Encourage and facilitate private sector investment in Riverfront.	2013-17	Develop prospectus for key assets within the Riverfront.	DDP	CDRC		1. Investment Prospectus (IP) - Draft EOI developed working with key bodies to finalise prior to submitting to RDV (2nd application) 2. Advocacy Strategy to be finalised once the EOI is submitted for the IP
CHW			11.4.3 Identify funding opportunities and submit applications in accordance with Implementation Plan and Major Projects Plan	2013-17	Funding identified	DDP	CDRC		1. 1st grant application for the IP / Commercial Investment Strategy submitted to Tourism Victoria was unsuccessful 2. Funding Riverfront Trail Stage 2 resubmitted 3. Light Project Stage 1 no submitted but unsuccessful
CHW			11.4.4 Consider funding allocations through Council's annual budgeting process	2013-17	Completion of annual budgeting process	DDP	CDRC		Budget Continues to be monitored
CHW	Facilitate and provide services for health and well being	11.5 Continue to implement actions within the Public Health and Wellbeing Plan	11.5.1 Action report template taken to Councilor Assembly quarterly	2013-17	Copies of completed quarterly report	DDP	PHRSC	CO	Report presented to Council Assembly 23 June 2015, 2015 review to be presented at the March/April 2016 Council Assembly <b>ONGOING</b>
CHW			11.5.2 Continuous review/update of the Public Health and Wellbeing Plan	2013-17	Relevant updates included in the PHWP	DDP	PHRSC	CO	Annual review complete. Report on review presented at Council Meeting on 21 July 2015. Annual review to be reported at the March/April 2016 Council Meeting <b>ONGOING</b>
CHW	Facilitate and provide services for health and well being	11.6 Investigate options for the development of Chisholm Motor Sports Complex including the possibility of a drag racing facility	11.6.1 Consider the SGS Business Plan and the Essential Economics Business Case	2013-14	Council considered reports' recommendations	DI	ECDM	Y	Options considered. <b>COMPLETED</b>
CHW	Facilitate and provide services for health and well being	11.7 Investigate the options for bus shelters in Swan Hill	11.7.1 Contact MAV and Public Transport Victoria (PTV) to determine responsibilities in regard to the installation and maintenance of bus shelters	2013-14	Upon receipt of advice	DI	EPAM	Y	The construction of eight bus shelters has been included in the major projects plan and budgeted for over the next four years. <b>COMPLETED</b>
CHW			11.7.2 Determine the standards of construction of bus shelters and the optimum locations within the municipality	2013-14	Information received	DI	EPAM	Y	As above <b>COMPLETED</b>
CHW			11.7.3 Obtain cost estimates and investigation of possible funding options	2013-14	Information received	DI	EPAM	Y	As above <b>COMPLETED</b>
CHW	Facilitate and provide services for health and well being	11.8 Engage with appropriate organisations to co-locate community facilities	11.8.1 Through the building asset Mgt group, identify co-location opportunities	2013-17	Negotiations with various groups commence	DDP	ECDM		Co-location opportunities identified with the Swan Hill Pony Club. Further discussion required. Co-location/facility sharing will be further investigated with the Master Plan for the Chisholm Reserve currently being developed and any other Master Plan undertaken in the future.
CHW			11.8.2 Regular discussions with State Government authorities	2014-17	Updates provided at Councilor Assemblies	DDP	ECDM		

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Area	Objective	Strategic Initiatives	Actions	When	How we will know we have achieved this	Directorate	
						Officer/s	
						Complete Y/N	
						Comments as at 31 December 2015	
CHW	12. Celebrating our identity	12.1 Pursue funding for the redevelopment of the Swan Hill Regional Art Gallery	12.1.1 Provide final designs and all costs and contingencies	2016-17	Final designs are approved and accurately costed	DCCS	Review of redevelopment options in context of Riverfront Masterplan underway. Surveys requesting community feedback begun in November, concluding in February 2015. Update with Gallery Advisory Committee June 2015, ELT review of project 22 June, C4 Assembly discussion November 2015. Identification of other sites included in Riverfront Prospectus project December 2015.
CHW			12.1.2 Identify funding sources	2016-17	Funding sources are identified	DCCS	Major Projects Plan reviewed with no changes at this stage. Meetings with Creative Victoria, confirmed key contacts from RDV for confirmation of funding in 2017-2020 period. Next steps dependent on Council decision to redevelop current site or alternative greenfield development.
CHW			12.1.3 Seek funding for development	2016-17	Funding is received for development to match Council Major Projects contribution	DCCS	No applications made to date.
CHW	Celebrating our identity	12.2 Support for new citizens to the municipality to increase awareness of local customs and practices	12.2.1 Review existing services to address short-term options.	2013-14	Short-term options and actions are undertaken	DCCS	Early Years Services under review, and Community Care responding to State Diversity Framework. <b>COMPLETED</b>
CHW			12.2.2 (Following Diversity Plan) Actions identified for ongoing assistance to new citizens	2015-16	Actions undertaken and reviewed for effectiveness	DCCS	Cultural Plan in final draft, delayed by team restructure. Final draft of Cultural Plan to be reviewed by Council in early 2016.
CHW			12.2.3 (Following Diversity Plan) Actions identified for ongoing assistance to new arrivals. TBP	2016-17	Actions undertaken and reviewed for effectiveness	DCCS	
CHW	Celebrating our identity	12.3 Encourage Community harmony, cultural understanding and tolerance	12.3.1 Support and develop Harmony Day as the central point for a larger festival of events	2013-14	Harmony Day is improved and annual commitment secured, greater service provider participation	DCCS	Harmony Day 2014 held 22 March, huge success. Review is underway, and level of ongoing commitment determined. An additional \$3000 has been allocated in the 2014/15 Annual Budget. <b>COMPLETED</b>
CHW			12.3.2 Harmony Day 2015 linked to other events	2014-15	Harmony Day linked to Food and Wine Festival, greater local business participation.	DCCS	Will be pursued as opportunities arise. Review completed. Recommendation that the Harmony Day and Food and Wine Festival events remain separate. <b>COMPLETED</b>
CHW			12.3.3 Harmony Day 2016 linked closer to Pioneer Settlement 50 year celebrations	2015-16	50 year celebrations of Pioneer Settlement linked to range of events, including Harmony Day, indigenous celebration and cultural awareness through linking history	DCCS	Planning for 2016 Harmony Day is underway. Discussions are taking place with the Pioneer Settlement and the Art Gallery both celebrating 50 Years.
CHW			12.3.2 Change perception of Harmony Day to illustrate iconic status for the region	2016-17	Harmony Day is imbedded as an iconic celebration for the region	DCCS	Discussions have commenced with EDU staff to broaden the marketing of the event.
CHW	Celebration our identity	12.4 Pursue funding to develop a Diversity Plan and investigate the potential to develop a multicultural hub	12.4.1 Identify potential funding sources	2013-14	Funding identified	DCCS	Community consultation has been completed. Draft Plan is being finalised. <b>COMPLETED</b>
CHW			12.4.2 Develop project scope (consultants brief)	2013-14	Project scope and brief approved	DCCS	Ongoing.
CHW			12.4.3 Apply for funding	2013-14	Application submitted	DCCS	Draft Cultural Plan has been presented to LT. Draft undergoing final proofing.
CHW			12.4.4 Secure funding	2013-17	Funding secured	DCCS	as above
CHW			12.4.5 Develop plan (including consultation)	2013-17	Plan is adopted by Council	DCCS	
CHW			12.4.6 Draw on findings of plan to determine need and location of multicultural hub	2013-17	Plan assesses requirement for multicultural hub	DCCS	Intended 2014-15 adoption by Council, delayed until 2016 with incorporation into Cultural Plan. This action forms one potential initiative for the Plan.
CHW	Celebrating our identity	12.5 Develop and implement a Cultural Plan	12.5.1 Develop an understanding of the cultural experiences currently available in the municipality	2013-14	Conduct audit and gap analysis of the cultural assets and experiences available	DCCS	A basic audit was carried out as part of the community consultation for the development of the Cultural Plan. A more detailed audit will be carried out within the next 12 months. Cultural team is involved with a MAV project to develop guidelines for cultural planning and incorporating diversity principles.



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Area	Objective	Strategic Initiatives	Actions	When	How we will know we have achieved this	Directorate	Officer/s	Complete Y/N	Comments as at 31 December 2015
CHW			12.5.2 Development of Plan undertaken	2014-15	Community consultation, and prioritising of potential actions	DCCS	CDLM	Y	Community consultation has been completed. Plan is currently in draft format. <b>COMPLETED</b>
CHW			12.5.3 Development continues	2014-16	Community consultation, and prioritising of potential actions	DCCS	CDLM		Ongoing.
CHW			12.5.4 Cultural Plan is completed and adopted	2015-17	Adoption of Plan by Council and	DCCS	CDLM		Draft Cultural Plan has been presented to LT. Draft is undergoing minor modifications and final editing.
CHW	13. Aboriginal Identity	13.1 Review and implement identified actions following the review of Aboriginal Partnership Plan	13.1.1 Upon completion of Aboriginal Community Planning process Review Aboriginal Partnership Plan	2014-17	Plan review completed to the satisfaction of Council and the Aboriginal community	DDP	ECDM		Aboriginal Planning Officer currently developing Reconciliation and Aboriginal Community Partnership Strategy. Feedback obtained from Councilors at Assembly in December 2014. Feedback also being sought from the Local Indigenous Network.
CHW			13.1.2 Implement actions identified in Aboriginal Partnership Plan	2014-17	Actions completed	DDP	ECDM		Reconciliation and Aboriginal Community Partnership Strategy to replace Aboriginal Partnership Plan. Will continue to be reported on.
CHW	Aboriginal Identity	13.2 Continued involvement in Aboriginal Strategic Placement program	13.2.1 Assist contracted employment placement provider to place Aboriginal jobseekers into employment by: providing advice on local Aboriginal issues; assist in completion of individual employment placement plans; assist with identification of employment opportunities; assist with post placement support; process payment of clothing and incidentals allowance	2014-16	Achievement of contracted employment placement and outcomes targets	DDP	ECDM	CO	Contracted employment placement and outcomes targets achieved on rolling process. Contracts to extend funding entered into with State Government. <b>ONGOING</b>
CHW	Aboriginal Identity	13.3 Be and active participant in the Aboriginal Community Planning processes throughout the Municipality	13.3.1 Encourage Local Indigenous Networks(LIN) in Robinvale and Swan Hill to consider completion of Aboriginal Community Plans	2013-14	Commitment gained from LIN to complete Aboriginal Community Plans	DDP	ECDM	Y	LIN commitment received. <b>COMPLETED</b>
CHW			13.3.2 Advise and assist LIN with the process and methodology to complete community plans	2014-16	Completion of community plans in Robinvale and Swan Hill	DDP	ECDM	Y	LIN Community Plans have been completed. These will be used as Community Plans. <b>COMPLETED</b>
<b>Economic Growth: 29 Strategic Initiatives - 96 Actions</b>									
EG	14. Creating population growth	14.1 Support the key initiatives arising from the Northern Loddon Mallee Regional Strategic Plan	14.1.1 Align the Council Plan with the objectives of the Regional Strategic Plan	2013-17	Council Plan endorsed and communicated to State Government	DDP	DM	CO	The next MSS review will highlight and provide strategic directions for this. Review of the Swan Hill Planning Scheme (including the MSS) is to commence in June/July 2015. <b>COMPLETED AND ONGOING</b>
EG			14.1.2 Participate in the review of the Strategic Plan	2016-17	Councils input is included in reviewed plan	DDP	DM	Y	Completed. Council adopted the plan in 2013. Council will participate on future reviews when initiated by the State Government. Plan endorsed at March Council Meeting 2015. <b>COMPLETED</b>
EG			14.1.3 Pursue a position on steering committees of key projects within the Strategy	2013-17	Council is granted positions on Committees (eg Natural Gas study committee)	DDP	DDP		Council endorsed the Loddon Mallee Regional Strategic Plan at the March 2015 Council Meeting after providing feedback on the contents. Council continue to participate in developing actions in partnership with RDA to implement the plan e.g. the updated Loddon Mallee Investment Prospectus currently being developed.
EG	Creating population growth	14.2 Review of the Municipal Strategic Statement (MSS) with a view to encourage population growth	14.2.1 Commence MSS review	2014-17	MSS review report completed by end of 2015	DDP	DM	Y	The Review of the Swan Hill Planning Scheme has been adopted by Council and was sent to the Minister for Planning as per the requirements of the Planning and Environment Act 1987. <b>COMPLETED</b>
EG	Creating population growth	14.3 Investigate opportunities of accommodation and services being provided for displaced people	14.3.1 Liaise with key stakeholders to identify issues and possible actions.	2014-15	Results of investigation will be reported back to Council	DDP	DM		No update. No budget allocation in the 2015/16 financial year.
EG	15. Housing	15.1 Develop Rural Land Use/Living Strategy	15.1.1 Scoping paper to be developed	2013-14	Scoping paper approved by EMT and presented at Councillor Assembly	DDP	DDP	Y	Scoping paper complete. Workshop with Councilors on 8 July to commence study. <b>COMPLETED</b>

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Area	Objective	Strategic Initiatives	Actions	When	How we will know we have achieved this	Directorate		
						Officer/s		
						Complete Y/N		
						Comments as at 31 December 2015		
EG			15.1.2 Complete Rural Living/Land Use Strategy (including consultation)	2014-16	Rural Living/Land Use Strategy adopted by Council	DDP	DM	Works on the Swan Hill Rural Land Use Strategy have commenced. RMC Consulting has been appointed to undertake the work. Consultations with Councilors and internal staff have been completed. The draft strategy is expected to be ready for comments in Dec 2015.
EG	Housing	15.2 Adopt the Swan Hill Residential Housing Strategy and complete the planning scheme amendments	15.2.1 Respective Planning Scheme Amendments to be initiated	2014-15	Minister's authorisation for the amendment, public exhibition and subsequent processes. Approval of the Amendment	DDP	DDP	Swan Hill Residential Strategy adopted by Council at its Ordinary Meeting in March 2013. Large number of recommendations will be undertaken with the Development Plan for the SWDP. <b>COMPLETED</b>
EG	Housing	15.3 Review of the Municipal Strategic Statement (MSS) taking into consideration appropriate accommodation options	15.3.1 Commence MSS review	2014-15	Revised MSS referral to the Minister	DDP	DDP	Review of Planning Scheme completed and submitted to the Minister. Rural Land Use Strategy and Car Parking Strategy currently underway and will be complete prior to end of the 15/16 financial year. Once these documents are complete the MSS will be updated.
EG	Housing	15.4 Investigate the connection of small towns to reticulated sewerage and potable water	15.4.1 Draw on findings to identify towns	2014-15	Council recommendations adopted	ELT	ELT	Woorinen South feasibility study scoping paper completed and quotes being obtained to undertake the study. Working group, including community reps, has met on at least 2 occasions to assist with the scoping of the project which will commence in 2015.
EG			15.4.2 Develop a project scope for feasibility study for identified towns.	2014-15	Completed project scope approved by ELT in consultation with Councilors	ELT	ELT	As above.
EG			15.4.3 Complete feasibility study	2014-15	Feasibility study adopted by Council	ELT	ELT	As above.
EG			15.4.4 If feasible, proceed to community consultation	2015-16	Completed consultation process for each town with evidence of input from all relevant sectors	ELT	ELT	
EG			15.4.5 Establish priority towns (council decision in conjunction with relevant community)	2015-16	Council adopted list of priority towns	ELT	ELT	
EG			15.4.6 Develop business case for preferred option for each town	2015-17	Adopted business cases for each town	ELT	ELT	As above
EG	16. Education/Skilling	16.1 Advocate for higher educational opportunities in our region	16.1.1 Engage with education providers and community representative bodies (MFC, School Boards, Sunrife etc) to identify expansion opportunities	2014-16	Opportunities identified	CEO	CEO ELT	Councilors and Officers toured Sunrife Swan Hill Campus and ongoing discussions with the providers in the region are continuing.
EG			16.1.2 Gain community involvement to assist the process	2015-16	Community Planning working parties established	CEO	CEO ELT	
EG	Education/skilling	16.2 Promote the availability of local University access	16.2.1 Utilise Council's media presence to cross promote University accessibility	2013-17	University media exposure increased	DCS	ODM	
EG			16.2.2 Actively promote Councils cadetships, traineeships and apprenticeships	2013-17	Cadetships are linked to University opportunities available locally	DCS	ODM	Regional Development Victoria is currently coordinating the program design for implementation of the Regional Jobs and Infrastructure Fund (RJIF) from 1 July 2015. <b>COMPLETE AND ONGOING</b>
EG	Education/skilling	16.3 Provide access to a study common room and access to professionals for university students	Liaise with education providers and other stakeholders to identify opportunities.	2014-15	Opportunities are identified through discussions with local education providers	DDP	DDP	Discussions held with Sunrife representatives however opportunities limited. Swan Hill Library provides study spaces in close vicinity the CBD. <b>COMPLETED</b>
EG	17. Attracting new business	17.1 Investigate new opportunities to support new business development	17.1.1 Implement actions of Economic Development Strategies	2013-17	Progress reports against various actions provided to Council	DDP	ECDM	Implementation of EDS continues, reports provided to Council as actions are completed.
EG			17.1.2 Identify suitable land parcels for new business	2015-17	Land use strategies are reviewed	DDP	ECDM	Planning continues to support and facilitate new business through planning process, and is a part of day to day planning function.
EG			17.1.3 Review Economic Development incentives within strategies	2015-17	Incentives reviewed and altered where necessary	DDP	ECDM	The Investment Attraction Policy adopted at Council's September 2015 meeting. Ongoing and will continue to be reported on.
EG	Attracting new business	17.2 Encourage the establishment of value adding industries	17.2.1 Undertake industry forums / discussions	2013-15	Regular discussions take place	DDP	ECDM	A business event calendar for 2014/2015 has been developed and is being promoted monthly through the EDU newsletter. Regular business events are being held. <b>COMPLETED</b>
EG			17.2.2 Prioritise industries with greatest return	2014-16	Priorities established	DDP	ECDM	Agribusiness Advisory Group has been formed and has commenced meeting.
EG			17.2.3 Seek State Govt assistance	2015-17	Grant applications successful	DDP	ECDM	

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Area	Objective	Strategic Initiatives	Actions	When	How we will know we have achieved this	Directorate	Officer/s	Complete Y/N	Comments as at 31 December 2015
EG	Attracting new business	17.3 Conduct and Business Expansion Attraction and Retention survey	17.3.1 Establish criteria for survey	2014-16	Survey Completed	DDP	ECDM	Y	Survey was conducted during May and June, report presented to Council in October 2013. <b>COMPLETED</b>
EG	Attracting new business	17.4 Continue to investigate options for renewable energy for the municipality	17.4.1 Complete a Study that explores opportunities to source renewable energy for Council operations 17.4.2 Implement preferred renewable energy options for Council	2013-14	Study completed and adopted by Council	DDP	SEO	Y	Currently working with CYGA to identify the cost of the project on two Council buildings. The Alliance is currently working with partners for a bulk buy option. Once they have resolved this issue, they will commence cost analysis for the Swan Hill project as they have already been requested to do so. Discussions held at Councillor Assembly - two buildings identified and included in Major Projects Plan. <b>COMPLETED</b>
EG				2014-17	Renewable energies projects delivered				Discussions held regarding possibility of utilising olive pits as fuel for boiler at Leisure Centre. Initial figures indicate a 2.8 year payback of capital outlay with reduced fuel costs. Officers are currently seeking quotes for the installation of solar on Council buildings. The initial quotes being sought are for the Splatt St office, depending on the prices received further Council buildings could also be upgraded.
EG	Attracting new business	17.5 Encourage organisations to joint tender for works and services	17.5.1 Work with regions Councils to combine contracts and services	2013-17	Joint contracts established (eg road sealing, waste management)	DDP	ECDM		Council is lead agency in an MAV procurement excellence project which aims to better coordinate human activities of local government
EG			17.5.2 Assist local business and tenderers to improve their tendering processes	2013-15	Increased success rate for local tenders	DDP	ECDM		The Economic Development Unit have conducted workshops to assist local businesses to tender for government work. Local tenderers have met with council staff to better inform businesses of Council's policies and procedures.
EG	Attracting new business	17.6 Promote the benefits of the region as a place to live, work and invest	17.6.1 Participate in regional Expos	2013-17	Regular bookings established	DDP	ECDM	CO	Regional Victoria Living Expo attended in May 2015. Received approx. 40 leads from people willing to relocate to Swan Hill that are now being followed up. <b>ONGOING</b>
EG			17.6.2 Support regional promotions of the municipality	2013-17	Advertising in regionally distributed publications continue. SH Inc television campaigns continue	DDP	ECDM	CO	Attending national events with the Murray Regional Tourism Board and participating in regional promotional/marketing campaigns. <b>ONGOING</b>
EG			17.6.3 All Job Vacancies advertised with description on the regions benefits	2013-17	Standard template ad developed	DCS	ODM	Y	Template developed and now used for all job vacancy advertising. <b>COMPLETED</b>
EG	Existing Business Support	18.1 Assist local businesses to upskill and retrain their workforce	18.1.1 Establish specific skill shortages in the region	2013-14	Shortages identified	DDP	ECDM	Y	Strategies identified in the Swan Hill Region Workforce Development Strategy adopted by Council November 2013. Implementation to commence in 2014. <b>COMPLETED</b>
EG			18.1.2 Support regional training opportunities	2013-17	Council staff participate in regional training	DDP	ODM	CO	AussieHost delivered in conjunction with Swan Hill Inc to local business. Regional training- OBE Work Cover for managers and Meekin and Avel Industrial relations training delivered to multiple industries March 13. <b>COMPLETE AND ONGOING</b>
EG	Existing Business Support	18.2 Investigate opportunities arising from the Murray Darling Basin Plan	18.2.1 Support proposals that provide for economic infrastructure upgrades (natural gas)	2014-17	Regional funding applications lodged	DDP	DI DDP	Y	Funding opportunities coming from the MDBP have been limited. No funding rounds have been released and Council has been unable to make any funding applications. <b>COMPLETED</b>
EG			18.2.2 Continue to work collaboratively with MRGoC on basin plan submissions	2013-17	MRGoC regular meetings with State and Federal Ministers	DDP	DI DDP	Y	Council has participated in the MRGoC meeting and has been involved in delegations to meet with State and Federal elected representatives including Ministers. <b>COMPLETED</b>
EG	Existing Business Support	18.3 Review of Special rates and Levies to support marketing activities	18.3.1 Review effectiveness of existing Special Marketing Rate and determine whether to continue 18.3.2 Review and update Deed between Council and Swan Hill Inc 18.3.3 Undertake Statutory Process to establish a Special Marketing Rate	2013-14	Council decision on continuation of Special Marketing Rate determined Deed reviewed and agreed by Council and Swan Hill Inc Statutory Process Complete	DDP	ECDM	Y	Special Marketing Rate declared at the April 2014 Council meeting. <b>COMPLETED</b>
EG				2013-14		DDP	ECDM	Y	Deed has been reviewed, finalised and signed. <b>COMPLETED</b>
EG				2013-14		DDP	ECDM	Y	<b>COMPLETED</b>

Council Plan Worksheet

Area	Objective	Strategic Initiatives	Actions	When	How we will know we have achieved this	Directorate	Officer/s	Complete Y/N	Comments as at 31 December 2015
EG			18.3.4 New Special Marketing Rate in place	2013-14	Special marketing Rate included on Rate Notices	DCS	CSRC	Y	Special Rate declared on 15 April 2014 for the period of 1 July 2014 to 30 June 2019. <b>COMPLETED</b>
EG	Existing Business Support	18.4 Develop and implement a Workforce Development Strategy	18.4.1 Develop Steering Committee to manage strategy development 18.4.2 Appoint consultancy to facilitate strategy development	2013-14	Committee established	DDP	ECDM	Y	Steering committee established in early 2013. <b>COMPLETED</b>
EG			18.4.3 Undertake strategy development	2013-14	Consultant appointed	DDP	ECDM	Y	Workforce Planning Australia appointed in March 2013. <b>COMPLETED</b>
EG			19.1 Commence implementation of Swan Hill and Robinvale Riverfront Plans	2013-14	Strategy completed	DDP	ECDM	Y	Swan Hill Region Workforce Development Strategy adopted by Council November 2013. <b>COMPLETED</b>
EG	19. Infrastructure	19.1 Commence implementation of Swan Hill and Robinvale Riverfront Plans	19.1.1 Identify individual projects within Master Plan 19.1.2 Allocate resources and schedule implementation of Master Plan	2013-14	Implementation program developed. Resources allocated and schedule developed	DDP	ELT	Y	Funding for Swan Hill Riverfront projects applied for. <b>COMPLETED</b>
EG			19.1.3 Update Major Projects plan in accordance with Implementation Plan	2013-14	Major Projects Plan updated	DDP	ELT	Y	Steering committee has met on numerous occasions to keep projects moving. Riverfront has a dedicated staff member who oversees the implementation of the masterplan. <b>COMPLETED</b>
EG			19.1.4 Develop detailed designs and costings for projects	2013-17	Projects completed in accordance with timelines	DDP	ELT	Y	Major project plan has been updated with projects and spending has been identified across the coming 10 years. <b>COMPLETED</b>
EG			19.1.5 Identify funding opportunities and submit applications in accordance with Implementation Plan and Major Projects Plan	2013-17	Funding identified	DDP	ELT		Projects completed and underway across the riverfront including pathways, park furniture and strategies. Funding has been secured throughout the year including funding for the Heartbeat of the Murray Experience. Work will continue post the Victorian State election and the election of a new government to determine any funding streams as they become available. Funding identified from Healthy Communities Initiatives, Department of Justice, Putting Locals First and Dept Recreation and Sport.
EG			19.1.6 Consider funding allocations through Council's annual budgeting process	2013-17	Completion of annual budgeting process	DDP	ELT		Councils 15/16 budget being drafted and riverfront has been identified in the Major Projects Plan for funding.
EG	Infrastructure	19.2 Actively pursue suitable alternative opportunities arising from decommissioned irrigation infrastructure	19.2.1 Swan Hill modernisation plan approved by Federal Funding body 19.2.2 Identify parcels of land suitable for development as public space or residential development 19.2.3 If continuous length of land is available, complete a Masterplan for its complete development. 19.2.4 Engage with community on best use for community owned land 19.2.5 Identified projects designed and included in Major Projects Plan 19.2.6 Modernisation undertaken. Channel decommissioned. 19.2.7 Gain ownership of the available land for future development	2013-14 2013-15 2014-16 2015-16 2016-17 2016-17	Notification from GMW connections program and Federal Govt. Parcels of land and ownership of land identified Plan completed List of suitable options identified for costing Projects included in plan Channel removed in Swan Hill and along Kairnie Street, works completed on TonvanderFlats Titles obtained / acquired	DI DI DI DI DI DI	DI DI DI DI DI DI	Y	Notification received. Continued negotiations with GMW Connections Program. Project to be completed by 2017. <b>COMPLETED</b> Meetings planned for July 2015 with Project Managers from GMW - Connections Team Following discussions with GMW an internal planning group is to be developed to commence the creation of an options paper for use of the land. Funding from the GMW Connections program for planning future uses of the land has been agreed to. As above As above All works to be completed by 2017 Working with GMW planners on identifying ownership
EG	Infrastructure	19.3 Actively pursue opportunities for regional focused infrastructure	19.3.1 Secure support from regional bodies (MRGoC, NW municipalities, Murray Tourism Board, RWF, Cent Murray Transport Forum etc) 19.3.2 Identify regional projects within Northern Loddon Mallee Strategic Plan	2013-17 2013-17	Written confirmation of support from various groups Projects promoted as key initiatives of the plan.	DI DI	DI DI		Represented Council and CMRTF at Regional Network Development strategy workshops in Swan Hill and Mildura. Presented Heartbeat project to MRTB meeting in Deniliquin and hosted MRGoC conference. 3 projects have been nominated and included in the Regional Investment Prospectus including Livestock Exchange upgrade, Art Gallery Development, Acquisition of GrainCorp & Victrack Land at Riverfront. Also involved in rail projects contained in the prospectus
EG									

Council Plan Worksheet									
Area	Objective	Strategic Initiatives	Actions	When	How we will know we have achieved this	Directorate	Officer/s	Complete Y/N	Comments as at 31 December 2015
EG			19.3.3 Create partnerships within region	2013-17	Agreements in place	DI	DI		CMRTF have met with senior DoT staff, the Premier, Minister for Transport and Regional Development Minister - in conjunction with GrainCorp, Rail Freight Alliance, VFF and Mildura Council.
EG			19.3.4 Identify funding sources	2013-17	Sources identified	DI	DI		Funding proposals to be worked through with PTV for passenger rail improvements
EG			19.3.5 Utilise shared services agreements for infrastructure improvements	2016-17	Agreements in place	DI	DI		Initiated a freight route planning exercise with Buleke and Gannawarra Shires
EG			19.3.6 Complete business cases to justify regional investment	2016-17	Value adding opportunities identified and promised	DI	DI		As above for rail advocacy projects
EG	Infrastructure	19.4 Implement outcomes of the review of the Swan Hill Regional Livestock exchange	19.4.1 Council endorsement of Functional Design Plan for the Livestock Exchange	2013-14	Endorsement of Plan	DI	DI	Y	Functional Design plan completed and received by Council- Feb 2013. <b>COMPLETED</b>
EG			19.4.2 Subdivision and sale of surplus land	2013-14	Land sold	DI	DI		Remediation works of contaminated ground completed. Local surveyor appointed to complete plan of sub division. Council approval to dispose of sub divided land by private treaty undertaken at June Council Meeting
EG			19.4.3 Identify and Apply for funding	2013-14	Application submitted	DI	DI	Y	Commenced works to subdivide saleable land to assist in funding the redevelopment of the facility. <b>COMPLETED</b>
EG			19.4.4 Secure funding	2013-15	Funding secured	DI	DI		Application lodged for National Stronger Region Funds. Sale of land parcel has progressed to negotiation stage with development proponents
EG			19.4.5 Prioritise investment	2014-17	Priority projects commenced	DI	DI		
EG			19.4.6 Functional Design Plan Review of progress to date	2016-17	Review and re-prioritisation completed	DI	DI		Currently negotiating with livestock agents on priorities to assist in hosting more regular sales.
EG	Infrastructure	19.5 Investigate the possibilities for railhead and rail freight centres in the municipality	19.5.1 Develop project scope (consultants brief)	2013-14	Project scope and brief approved	DI	DI	Y	Central Murray Regional Transport Forum intermodel opportunity study completed. <b>COMPLETED</b>
EG			19.5.2 Apply for funding	2013-14	application submitted	DI	DI	Y	Funding received from RDV and DoT. <b>COMPLETED</b>
EG			19.5.3 Secure funding	2013-15	Funding secured	DI	DI	Y	As above. <b>COMPLETED</b>
EG			19.5.4 Conduct a demand assessment (both current and future) that identifies types and destinations of freight	2014-16	Demand assessment completed	DI	DI	Y	CMRTF study to identify investment opportunities complete. DTPLI study into freight also complete. <b>COMPLETED</b>
EG			19.5.5 Conduct assessment of appropriate locations including associated road assets including costings	2015-17	Sites identified	DI	DI	Y	As above. <b>COMPLETED</b>
EG	Infrastructure	19.6 Monitor opportunities for the potential of new Municipal Offices in Swan Hill and Robinvale as part of mixed use development	19.6.1 Monitor developments and land availability in Swan Hill and Robinvale for any opportunities that may arise	2013-17	Possible co-location and/or acquisition of land discussed with Council.	DCS	ELT		No opportunities have presented at this stage
EG	Infrastructure	19.7 Implement staged redevelopment of the Pioneer Settlement	19.7.1 Identify funding source and apply for funding for stage 1,2 works	2013-14	Application submitted	DDP	GMPS	Y	Funding opportunities continue to be sourced. Funding has been secured for the Heartbeat of the Murray experience, which will be a major focus for 2015. <b>COMPLETED</b>
EG			19.7.2 Secure funding	2013-14	Funding secured	DDP	GMPS	Y	As above. <b>COMPLETED</b>
EG			19.7.3 Tender and construct stage 1,2 works( which includes new steam work shop, men's shed and workshops)	2013-14	Building completed	DDP	GMPS	Y	Construction plans completed, awaiting funding prior to tendering. Note: buildings could be constructed in modules. Men's Shed has been completed by stabilising and fitting out an existing building on site. <b>COMPLETED</b>
EG			19.7.4 Identify funding source and apply for funding for New Evening Product (Replacement of old sound & Light show)	2013-15	Application submitted	DDP	GMPS	Y	Funding Received - Murray - Darling Basin Regional Economic Diversification Program (Vote). Contract has been awarded. <b>COMPLETED</b>

Council Plan Worksheet									
Area	Objective	Strategic Initiatives	Actions	When	How we will know we have achieved this	Directorate	Officer/s	Complete Y/N	Comments as at 31 December 2015
EG			19.7.5 Secure funding	2014-15	Funding secured	DDP	GMPS	Y	As above. <b>COMPLETED</b>
EG			19.7.6 Develop and install new Evening Product	2014-15	Installation complete	DDP	GMPS	Y	Hairboat of the Murray laser, light and water spectacular. Officially opened on 2 Dec 2015. Remaining elements of the Pioneer Settlement fencing off Horseshoe Bend Park to allow for greater public access. Both of these projects are currently being scoped and will be completed by end December 2016 <b>COMPLETED</b>
EG			19.7.7 Identify funding source and apply for funding for stage 2 works	2015-16	Application submitted	DDP	GMPS		Ongoing
EG			19.7.8 Secure funding	2016-17	Funding secured	DDP	GMPS		
EG			19.7.9 Review Pioneer Settlement Master Plan and prioritise future works	2016-17	Council adopt reviewed plan.	DDP	GMPS		
EG	Infrastructure	19.8 Advance outcomes of Central Murray Regional Transport Study	19.8.1 Maintain membership of Forum group	2013-17	CEO and Councillor membership confirmed and commitment to provide technical expertise	DI	DDP DI	Y	Council currently chairs and provides admin for forum. <b>COMPLETED</b>
EG			19.8.2 Prioritise projects according to regional industry need	2013-15	Agreement from regions transport sector on priorities	DI	DDP DI	Y	Commissioned study into Inter-modal development. <b>COMPLETED</b>
EG			19.8.3 Working groups established to direct various projects	2013-15	Working groups established	DI	DDP DI	Y	Group established and meetings held in mid 2013. <b>COMPLETED</b>
EG			19.8.4 Lobby State(s) and Federal members for support of projects	2015-17	Support received	DI	DDP DI	Y	Funds received from Dept of Transport and RDV for Inter-modal study. <b>COMPLETED</b>
EG	Infrastructure	19.9 Pursue funding for a levee bank at Robinvale	19.9.1 Complete Cultural Heritage Management Plan	2013-14	Plan completed	DI	DI	Y	CHMP Plan completed July 2013 and draft plans completed August 2013. <b>COMPLETED</b>
EG			19.9.2 Complete detailed design	2013-14	Design Completed	DI	DI	Y	Design complete and Cultural Heritage Management Plan completed <b>COMPLETED</b>
EG			19.9.3 Develop applications to Federal Departments.	2014-15	Application lodged	DI	DI		Funding application to be developed during 2015/16
EG			19.9.4 Place project in Major projects Plan	2015-16	Project included	DI	DI	Y	Project in Major Projects Plan year 3 <b>COMPLETED</b>
EG		19.10 Municipality-wide review of directional signage	19.10.1 Undertake review of directional signage for ease of access to major facilities.	2015-16	Review undertaken with priority signage needs identified.	DI	DDP DI		Works commenced on "de-cluttering" of information signage and redundant signage as per "Raw Talent" team recommendations
EG			19.10.2 Develop signage strategy	2016-17	Signage Strategy developed and adopted by Council.	DI	DDP DI		Information is currently being collected from various departments across Council to inform the Signage and Branding Strategy. Expected to complete documentation by June 2016.
EG			19.10.3 Implement identified actions from Signage Strategy	2016-17	Actions implemented.	DI	DDP DI		
<b>Environmental Management (6 Strategic Initiatives : 13 Actions)</b>									
EM	Contributing to good environmental outcomes for the Natural Environment	20.1 Active involvement in external discussions that effect the Murray River, its tributaries and lake systems	20.1.1 Maintain membership of Murray Danting Association	2013-17	Councillor nominated as representative	CEO	CEO ELT	CO	Membership of Murray Danting Association has been maintained. Cr Crowe was been nominated as Council's representative at the Statutory Meeting on 11 November 2014. <b>ONGOING</b>
EM			20.1.2 Support regional submissions to Federal agencies via Murray River Group of Councils	2013-17	Submissions lodged and reported to Council	CEO	CEO ELT	CO	SHRCC was chairing the Murray River Group of Councils for 12 months until November 2014. Council supported the group in visits to Canberra and in meetings with State and Federal politicians. <b>ONGOING</b>
EM	Contributing to good environmental outcomes for the Natural Environment	20.2 Within available external funding, complete the restoration of the Lake Boga foreshore to pre-flood condition or better	20.2.1 Determine foreline stabilisation works unfinished (if any) in 2012/13 financial year	2013-14	Status of works assessment completed	DI	EPAM	Y	All restoration works that were funded have been completed. <b>COMPLETED</b>
EM			20.2.2 Instruct contractor to complete works as soon as possible	2013-14	Works completed	DI	EPAM	Y	As above. <b>COMPLETED</b>

Council Plan Worksheet

Area	Objective	Strategic Initiatives	Actions	When	How we will know we have achieved this	Directorate	Officer/s	Complete Y/N	Comments as at 31 December 2015
EM	21. Regulation and management of the built environment	21.1 Implementation of Waste Management Plan	21.1.1 Review current Waste Management Plan; 1. Update Data in line with current practices and waste service contracts 2. Community engagement	2013-15	EMT approval of Review	DI	EPAM	Y	The new Waste management Plan has been approved and adopted by Council. <b>COMPLETED</b>
EM			21.1.2 Implementation of Capital Works/ Improvement Program; design & investigation approvals & Permits contracts & work programs construction	2013-17	Capital Works/ improvements completed/ in place	DI	EPAM	CO	1. Service roads have been constructed with asphalt seal. 2. New weighbridge office has been installed. 3. Construction of transfer station completed <b>ONGOING</b>
EM			21.1.3 Conduct Feasibility Study for the construction of Transfer station at Swan Hill Landfill	2013-15	Feasibility Study Completed	DI	EPAM	Y	Council was successful in its application for grant funding (\$190k from State Government) for the construction of a transfer station in Swan Hill Landfill. <b>COMPLETED</b>
EM			21.1.4 Implementation of Progressive rehabilitation and aftercare program to Council's Landfill Sites	2013-17	Ongoing Reporting on the completion of rehabilitation staging	DI	EPAM	CO	<b>ONGOING</b>
EM	Regulation and management of the built environment	21.2 Expand the Green waste collection Service	21.2.1 Conduct Investigation & Data collection; 1. Waste Volume / tonnage 2. Mulching Price 3. distance between source of collection and final destination 4. Identify alternative methods/means of collecting the green waste from small communities	2013-14	Data Review/Collection	DI	EPAM	Y	Green waste collection scheme has continued to grow. Approx 260 new customers since initial commencement. Investigated possibilities of expanding service to Robinvale and Lake Boga. It was determined more interest will need to be generated (eg promotion, information brochures) to increase numbers to make service viable. <b>COMPLETED</b>
EM			21.2.2 Identify target locations and develop promotions, marketing, and education plan.	2014-15	Increased demand for the service	DI	EPAM	Y	The Investigation around extending the service will start with a presentation for the Green Waste service at Robinvale and Lake Boga main streets and community centres (scheduled to take place on 01 July 2015). <b>COMPLETED</b>
EM	22. Promote and advocate sound environmental practices	22.1 Continue to lobby for a state-wide container deposit scheme	22.1.1 Contribute to Regulatory Impact Statements (RIS) via the MAV 22.1.2 Continue to provide waste data as requested to assist scheme development	2013-14 2013-16	Submissions to the RIS via MAV Data provided as requested	DI DI	DI DI	Y Y	This activity will be undertaken via the Central Murray Regional Waste Management Group. <b>COMPLETED</b>
EM	Promote and advocate sound environmental practices	22.2 Complete Rural Land Use/Living Strategy that considers the potential impact of dewatered land and a changing climate	22.2.1 Scoping paper to be developed.	2013-14	Scoping paper approved by EMT and Councilors through Councilor Assembly	DDP	DDP	Y	Scoping paper complete. Workshop with Councilors on 8 July to commence study. <b>COMPLETED</b>

## **B.16.6 APPOINTMENT OF CHIEF EXECUTIVE OFFICER**

**Responsible Officer:** Acting Chief Executive Officer  
**File Number:** 71-02-01  
**Attachments:** Nil

### **Declarations of Interest:**

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

### **Summary**

After having followed the procedures as laid out in S94(3) of the Local Government Act 1989, Council is now in a position to ratify the decision of the interview selection panel for the appointment of Council's new Chief Executive Officer, including the remuneration package, contract term and delegations.

### **Discussion**

In accordance with procedures laid down in Section 94 of the Local Government Act, the vacant Chief Executive Officer position was advertised in State and local newspapers, the Australian Local Government Job Directory, LG Assist, seek.com and council websites.

The interview panel, comprising all Councillors and assisted by the Acting Chief Executive Officer, Mr Ian Couper conducted interviews on Wednesday, 27 January, 2016.

A total of 3 applicants were interviewed following a short listing held on 19 January by a Council Assembly from a total field of 47 applications.

As a result of the interview process, it was determined by the interview panel, to offer the position to Mr John McLinden who currently occupies the position of Chief Executive Officer of the Loddon Shire. That offer was accepted.

The position will be covered by an employment contract for a term of five years, commencing on Monday 21 March 2016. The remuneration package, including superannuation, as at the commencement of the contract, will be \$250,000. Upon ratification of the decision of the interview panel, the Minister of Local Government will be notified of the appointment as a matter of courtesy and procedure.

### **Consultation**

Not appropriate for this item.

### **Financial Implications**

The Chief Executive Officer remuneration is included in the budget.



A major role of the Chief Executive Officer is specified in S94A of the Local Government Act 1989 and includes implementing Council decisions in a timely manner managing the day to day operations of Council, implementing the Council Plan, appointing and dismissing staff and establishing policies and protocols for the interaction between Councillors and staff.

### **Social Implications**

Not applicable for this item.

### **Economic Implications**

Not applicable for this item.

### **Environmental Implications**

Not applicable for this item.

### **Risk Management Implications**

It is a legislative requirement for Council to appoint a Chief Executive Officer on a fixed term contract following an external advertising process.

### **Council Plan Strategy Addressed**

***Governance and Leadership*** - Effective and efficient utilisation of resources.

### **Options**

Nil

### **Recommendations**

**It is recommended that Council:**

- 1. Ratify the decision of the selection panel of Wednesday, 27 January 2016, to appoint Mr John McLinden to the position of Chief Executive Officer of the Swan Hill Rural City Council, commencing on Monday 21 March 2016.**
- 2. The position be subject to an employment contract with a 5 year term and commencing total remuneration package of \$250,000 including superannuation.**
- 3. Authorise the signing and sealing of the Employment Contract.**
- 4. Commencing from 8am on Monday 21 March 2016, all delegations to the Acting Chief Executive Officer, Ian Couper, currently in place, be transferred to the new Chief Executive Officer, Mr John McLinden.**

## **SECTION C – DECISIONS WHICH NEED ACTION/RATIFICATION**

### **C.16.1 COUNCILLOR ASSEMBLIES - RECORD OF ATTENDANCE AND AGENDA ITEMS**

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

#### **Declarations of Interest:**

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

#### **Summary**

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

#### **Discussion**

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

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

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

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

Details of the most recent assemblies of Council are attached.

#### **Consultation**

Not applicable.

#### **Financial Implications**

Not applicable.

#### **Social Implications**

Not applicable.

**Economic Implications**

Not applicable.

**Environmental Implications**

Not applicable.

**Risk Management Implications**

Not applicable.

**Council Plan Strategy Addressed**

***Governance and Leadership*** - Community leadership through effective strategic planning.

**Options**

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

**Recommendation**

**That Council note the contents of the report.**

**COUNCILLOR ASSEMBLIES ATTENDANCE AND AGENDA  
19 January 2016 at 11am-2pm  
SWAN HILL VISITORS INFORMATION CENTRE (EDU)**

**AGENDA ITEMS**

- CEO short listing

**ADDITIONAL ITEMS DISCUSSED**

- Nil

**ATTENDANCE**

Councillors

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

Apologies

- Cr Gary Norton

Officers

- Ian Couper, Acting CEO
- Helen Morris, Human Resources Manager

Other

- Nil

**CONFLICT OF INTEREST**

- Nil

**COUNCILLOR ASSEMBLIES ATTENDANCE AND AGENDA  
19 January 2016 at 2pm-5pm  
SWAN HILL VISITORS INFORMATION CENTRE (EDU)**

**AGENDA ITEMS**

- Councillor Only Session
- Athletics Grant Scheme
- Planning Application 2015/111 Proposed Service Station

**ADDITIONAL ITEMS DISCUSSED**

- Nil

**ATTENDANCE**

Councillors

- Greg Cruickshank
- Cr Les McPhee
- Cr Jim Crowe
- Cr Michael Adamson
- Cr Jessie Kiley

Apologies

- Cr John Katis
- Cr Gary Norton

Officers

- Ian Couper, Acting CEO
- Adam McSwain, Director Development and Planning
- Rachael Blandthorn, Planning Officer

Other

**CONFLICT OF INTEREST**

- Nil

**COUNCILLOR ASSEMBLIES ATTENDANCE AND AGENDA**  
**27 January 2016 at 9.30am-5pm**  
**PALM VIEW 1 CONFERENCE ROOM, at the IBIS Styles Resort**

**AGENDA ITEMS**

- CEO Interviews

**ADDITIONAL ITEMS DISCUSSED**

- Nil

**ATTENDANCE**

Councillors

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

Apologies

- Nil

Officers

- Ian Couper, Acting CEO
- Helen Morris, Human Resources Manager (present only for process discussion at end of session)

Other

**CONFLICT OF INTEREST**

- Nil

**COUNCILLOR ASSEMBLIES ATTENDANCE AND AGENDA  
2 February 2016 at 1pm  
SWAN HILL VISITORS INFORMATION CENTRE (EDU)**

**AGENDA ITEMS**

- Councillor only session
- KSI Second Quarter
- Media Policy
- Rural Land Use Strategy presentation of the Draft Rural Residential Strategy
- Car Park Management Strategy
- Saturday Free Car Parking Trial
- Woorinen Netball/Football Club

**ADDITIONAL ITEMS DISCUSSED**

- Nil

**ATTENDANCE**

Councillors

- Cr Les McPhee
- Greg Cruickshank
- Cr Gary Norton
- Cr Jessie Kiley
- Cr Jim Crowe

Apologies

- Cr Michael Adamson
- Cr John Katis

Officers

- Ian Couper, Acting CEO
- David Lenton, Director Corporate Services
- Roseanne Kava, Acting Director Infrastructure
- Adam McSwain, Director Development and Planning
- Bruce Myers, Director of Community and Cultural Services
- Steve Matthews, Economic & Community Development Manager
- Helen Morris, Human Resources Manager
- Julie Wiggins, Project Officer
- Stefan Louw, Planning Team Leader
- Rachael Blandthorn, Planning Officer

Other

- Shelly McGuinness, RM Consulting Group

**CONFLICT OF INTEREST**

- Nil

**COUNCILLOR ASSEMBLIES ATTENDANCE AND AGENDA**  
**9 February 2016 at 1pm**  
**SWAN HILL TOWN HALL, COUNCIL CHAMBERS**

**AGENDA ITEMS**

- Heartbeat of the Murray up-date
- Expression of Interest for Lease of the Lower Murray Inn
- HACCC Service up-date
- Lake Boga Active Trail Up-date
- 6 Month Financial Review
- Discuss 2016/17 Budget Process & Community Consultation
- Robinvale Leisure Centre and Pool Management Options
- Pentarch Hay Compression Facility – Road Discontinuance Unnamed Road Ultima
- Bowls Club Lease

**ADDITIONAL ITEMS DISCUSSED**

- Nil

**ATTENDANCE**

Councillors

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

Apologies

- Cr Jessie Kiley

Officers

- Ian Couper, Acting CEO
- David Lenton, Director Corporate Services
- Rosanne Kava, Acting Director Infrastructure
- Adam McSwain, Director Development and Planning
- Bruce Myers, Director of Community and Cultural Services
- Tony Jenkins, General Manager Pioneer Settlement
- Darren Ingram, Community Care Services Manager
- Steve Matthews, Economic & Community Development Manager
- Nathan Keighran, Economic Development & Tourism Project Officer
- Muriel Scholz, Senior Economic Development Officer
- Gay Cutajar, Technical Officer

Other

**CONFLICT OF INTEREST**

- Nil



**SECTION D – NOTICES OF MOTION**

**SECTION E – URGENT ITEMS NOT INCLUDED IN AGENDA**

**SECTION F – TO CONSIDER & ORDER ON COUNCILLOR REPORTS**

## **SECTION G – IN CAMERA ITEMS**

### **Recommendation**

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

- B.16.7        IN CAMERA CONSIDERATION OF CONFIDENTIAL REPORT**
- B.16.8        IN CAMERA CONSIDERATION OF CONFIDENTIAL REPORT**