

# AGENDA

## ORDINARY MEETING OF COUNCIL

Tuesday, 21 November 2017

To be held at the  
Town Hall, Meeting Room 1  
McCallum Street, Swan Hill  
Commencing at 4pm

**COUNCIL:**

Cr LT McPhee – Mayor

Cr JN Katis

Cr GW Norton

Cr C Jeffery

Cr L Johnson

Cr B Moar

Cr A Young

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**SECTION A – PROCEDURAL MATTERS**

- **Open**
  
- **Acknowledgement to Country**
  
- **Prayer**
  
- **Apologies**
  
- **Confirmation of Minutes**
  - 1) Ordinary Meeting held on 17 October 2017
  - 2) Extraordinary Council Meeting held on 14 November 2017
  
- **Declarations of Conflict of Interest**
  
- **Receptions and Reading of Petitions, Memorials, Joint Letters and Deputations**
  
- **Public Question Time**

## SECTION B – REPORTS

### B.17.112 QUARTERLY REVIEW OF FINANCIAL PERFORMANCE AND FINANCIAL POSITION TO 30 SEPTEMBER 2017

**Responsible Officer:** Director Corporate Services  
**File Number:** 42-20-00  
**Attachments:** 1 Statement of Income & Expenditure & Balance Sheet as at 30-9-17

#### 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 three months to 30 September 2017 has been conducted and the results are summarised in this report.

#### Discussion

A summarised Statement of Income and Expenditure and a summarised Balance Sheet for the 3 months ended 30 September 2017 are included with this report.

Major variations to budget as at 30 September 2017 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 nine months of the financial year will be within budget.

Significant forecast variations to budget include:

|   | Current Forecast Variances |              |
|---|----------------------------|--------------|
| Rates   | \$7,000                    | Favourable   |
| Grants Commission (including Transfer from Reserve)                 | \$158,000                  | Favourable   |
| Grants expected 2016/17, received 2017/18                           | \$1,170,000                | Favourable   |
| Insurance (net)   | \$25,000                   | Favourable   |
| Roads Grants Commission   | \$32,000                   | Favourable   |
| Additional Road Works   | \$32,000                   | Unfavourable |
| Employee Costs  | \$21,000                   | Favourable   |
| Robinvale Leisure Centre Costs                                      | \$22,000                   | Unfavourable |
| Pioneer Settlement net operating result including Restructure costs | \$68,000                   | Unfavourable |
| Workcover Premiums (net)  | \$20,000                   | Favourable   |
| Land Acquisition and Sales (net)                                    | \$76,000                   | Unfavourable |
| Maternal & Child Health Service Grant                               | \$14,000                   | Favourable   |



|  |                    |                   |
|--|--------------------|-------------------|
| Emergency Management Contributions     | \$20,000           | Favourable        |
| School Crossing Grant                  | \$8,000            | Favourable        |
| Other Variances (net)                  | \$8,000            | Unfavourable      |
|  | <b>\$1,269,000</b> | <b>Favourable</b> |
|  |                    |                   |
| Less: Income owing from 2016/17        | \$1,214,000        | Unfavourable      |
|  |                    |                   |
| <b>Net Variation to 2017/18 Budget</b> | <b>\$55,000</b>    | <b>Favourable</b> |
|  |                    |                   |

### Consultation

Consultation occurred as part of the Budget preparation process.

### Financial Implications

The report shows a predicted rates determination surplus \$55,000 better than budget for the 2017/18 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 nine months of the year. In particular the anticipated surplus relies on the continued success of the Heartbeat of the Murray Experience and completion of Major Projects within budget.

### Council Plan Strategy Addressed

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

### Options

Nil

**Recommendation**

**That Council note that the anticipated end of financial year result is \$55,000 better than budget at this stage.**

**SWAN HILL RURAL CITY COUNCIL  
STATEMENT OF INCOME & EXPENDITURE  
FOR THE 3 MONTHS ENDING 30/09/2017**

|   | Actual<br>Year<br>To Date<br>30/09/2017<br>\$000 | Budget<br>Year<br>To Date<br>30/09/2017<br>\$000 | \$<br>Variance<br>To<br>Budget<br>\$000 | %<br>Variance<br>To<br>Budget | Original<br>Annual<br>Budget<br>2017/18<br>\$000 | Notes |
|---|--|--|---|-------------------------------|--|-------|
| <b>OPERATING INCOME :-</b>                            |  |  |   |                               |  |       |
| Rates, garbage charges and marketing levy             | 26,518   | 26,639   | (121)                                   | -0.5%                         | 26,639   |       |
| Statutory fees & fines                                | 320  | 243  | 77                                      | 31.8%                         | 971  | 1     |
| User fees   | 1,224  | 1,171  | 53                                      | 4.5%                          | 4,683  |       |
| Grants - Operating (recurrent)                        | 1,597  | 2,290  | (693)                                   | -30.3%                        | 9,161  | 2     |
| Grants - operating (non-recurrent)                    | 255  | 117  | 138                                     | 118.4%                        | 467  | 3     |
| Grants - capital (recurrent)                          | 1,142  | 504  | 638                                     | 126.6%                        | 2,016  | 4     |
| Grants - capital (non-recurrent)                      | 1,390  | 924  | 466                                     | 50.4%                         | 3,697  | 5     |
| Contributions - cash non recurrent                    | 86   | 414  | (328)                                   | -79.2%                        | 1,655  | 6     |
| Interest income                                       | 74   | 131  | (57)                                    | -43.5%                        | 524  |       |
| Proceeds from disposal of assets                      | 11   | 394  | (383)                                   | -97.2%                        | 1,575  | 7     |
| Other revenue   | 428  | 705  | (277)                                   | -39.3%                        | 2,819  | 8     |
| <b>TOTAL INCOME</b>                                   | <b>33,045</b>                                    | <b>33,531</b>                                    | <b>(486)</b>                            | <b>-1.4%</b>                  | <b>54,207</b>                                    |       |
| <b>OPERATING EXPENSES (Excluding Depreciation) :-</b> |  |  |   |                               |  |       |
| Employee benefits                                     | 5,025  | 5,287  | (262)                                   | -5.0%                         | 19,637   | 9     |
| Contract payments materials & services                | 2,908  | 3,086  | (178)                                   | -5.8%                         | 12,343   |       |
| Bad & doubtful debts                                  | -  | 0  | 0                                       | 0.0%                          | 2  |       |
| Finance costs   | (5)  | 95   | (100)                                   | -105.3%                       | 380  | 10    |
| Other expenses  | 946  | 1,367  | (421)                                   | -30.8%                        | 5,466  | 11    |
| <b>TOTAL OPERATING EXPENSES (Excl. Depn.)</b>         | <b>8,874</b>                                     | <b>9,834</b>                                     | <b>(960)</b>                            | <b>-9.8%</b>                  | <b>37,828</b>                                    |       |
| <b>OPERATING RESULT ( Excl. Depn. )</b>               | <b>24,171</b>                                    | <b>23,697</b>                                    | <b>474</b>                              | <b>2.0%</b>                   | <b>16,379</b>                                    |       |
| <b>CAPITAL ITEMS :-</b>                               |  |  |   |                               |  |       |
| Capital works/asset purchases - funding sourced       | 1,670  | 3,380  | (1,710)                                 | -51%                          | 13,520   | 12    |
| Capital works/asset purchases - funding not sourced   | 0  | 0  | 0                                       | 0%                            | 3,360  |       |
| <b>SURPLUS (DEFICIT) AFTER CAPITAL ITEMS</b>          | <b>22,501</b>                                    | <b>20,317</b>                                    | <b>2,184</b>                            | <b>11%</b>                    | <b>(501)</b>                                     |       |
| <b>ADD FINANCING TRANSACTIONS</b>                     |  |  |   |                               |  |       |
| Loan principal redemption                             | (197)  | (244)  | 47                                      | -19.1%                        | (974)  |       |
| Transfers to/from reserves                            | 3,571  | 3,571  | 0                                       | 0.0%                          | 731  |       |
| Proceeds from loans                                   | 0  | 0  | 0                                       | 0.0%                          | 800  |       |
| <b>TOTAL FINANCING TRANSACTIONS</b>                   | <b>3,374</b>                                     | <b>3,328</b>                                     | <b>47</b>                               | <b>1.4%</b>                   | <b>557</b>                                       |       |
| <b>BUDGET RESULT SURPLUS</b>                          | <b>25,875</b>                                    | <b>23,644</b>                                    | <b>2,231</b>                            | <b>9.4%</b>                   | <b>56</b>  |       |

- 1 Food Premises and Public Health registrations of \$111K have been raised but the budget is based on them being raised throughout the year.
- 2 Fifty per cent of Council's 2017/18 Victoria Grants Commission allocation was received in June 2017. This variance will remain for the year and is offset by increased cash holdings on the balance sheet and an additional transfer from reserves.
- 3 Blackspot funding for McCallum St (\$49K) which was expected in the prior year has been received and \$45K for a Regional Festivals project at the PACC had not been forecast.
- 4 Council has received 50% of its Roads to Recovery funding. Receipt of these funds had been budgeted throughout the year.
- 5 Grant funds for the Pioneer Settlement Redevelopment of \$800K have been recognised now that the works are completed. Receipt of these funds had been forecast for 2016/17.
- 6 Contributions towards the Tower Hill Development will be received as the lots are sold.
- 7 Sale of land assets and renewal of plant items have been minimal during the first quarter of the year. Timing issue.
- 8 Tower Hill land sales are \$277K below forecast but are expected to meet budget by year end.
- 9 A number of vacant positions have resulted in lower than budgeted expenditure for the September quarter.
- 10 Council's interest only loans have accrued \$61K in interest costs which will be booked when the instalments are due in November and December.
- 11 Tower Hill development expenses were \$166K below forecast and major project expenses were \$334K below forecast. This variance is a timing issue and expected to reduce as the projects are completed throughout the year.
- 12 At this stage of the year a majority of the larger capital works projects have only just begun or will be commenced later in the year. The Nyah Rd reconstruction (\$1.53M) is only partially completed, the Tower Hill stage development (\$1.29M), Livestock Exchange redevelopment (\$1.65M) and Robinvale Town Levee (\$0.78M) are yet to begin and the resealing program (\$1.04M) will occur later in the year.

**SWAN HILL RURAL CITY COUNCIL  
SUMMARISED BALANCE SHEET  
AS AT 30/09/2017**

|   | This Year<br>Actual<br>As At<br>30/09/2017<br>\$000 | Last Year<br>Actual<br>As At<br>30/09/2016<br>\$000 | \$<br>Movement<br>Y.T.D.<br>\$000 | %<br>Movement<br>Y.T.D. | Budget<br>As At<br>End<br>2017/18<br>\$000 |
|---|---|---|-----------------------------------|-------------------------|--|
| <b>CURRENT ASSETS:-</b>                     |   |   |                                   |                         |  |
| Cash and Cash Equivalents                   | 30,215  | 23,309  | 6,906                             | 29.6%                   | 13,937                                     |
| Trade & Other Receivables                   | 16,413  | 16,025  | 388                               | 2.4%                    | 2,995                                      |
| Inventories                                 | 106   | 142   | (36)                              | -25.4%                  | 110  |
| Other Assets                                | 137   | 112   | 25                                | 22.3%                   | 174  |
| <b>TOTAL CURRENT ASSETS</b>                 | <b>46,871</b>                                       | <b>39,588</b>                                       | <b>7,283</b>                      | <b>18.4%</b>            | <b>17,216</b>                              |
| <b>CURRENT LIABILITIES:-</b>                |   |   |                                   |                         |  |
| Trade & Other Payables                      | 1,412   | 2,537   | (1,125)                           | -44.3%                  | 1,901                                      |
| Trust Funds & Deposits                      | 1,392   | 1,599   | (207)                             | -12.9%                  | 394  |
| Provisions                                  | 5,240   | 4,948   | 292                               | 5.9%                    | 5,488                                      |
| Interest Bearing Loans & Borrowings         | 912   | 745   | 167                               | 22.4%                   | 457  |
| <b>TOTAL CURRENT LIABILITIES</b>            | <b>8,956</b>  | <b>9,829</b>  | <b>(873)</b>                      | <b>-8.9%</b>            | <b>8,240</b>                               |
| <b>NET CURRENT ASSETS</b>                   | <b>37,915</b>                                       | <b>29,759</b>                                       | <b>8,156</b>                      | <b>27.4%</b>            | <b>8,976</b>                               |
| <b>NON-CURRENT ASSETS:-</b>                 |   |   |                                   |                         |  |
| Trade & Other Receivables                   | 146   | 151   | (5)                               | -3.3%                   | 83   |
| Property, Plant, Equipment & Infrastructure | 440,667   | 440,951   | (284)                             | -0.1%                   | 466,315                                    |
| Intangible Assets                           | 1,485   | 720   | 765                               | 106.3%                  | 1,434                                      |
| <b>TOTAL NON-CURRENT ASSETS</b>             | <b>442,298</b>                                      | <b>441,822</b>                                      | <b>476</b>                        | <b>0.1%</b>             | <b>467,832</b>                             |
| <b>NON-CURRENT LIABILITIES:-</b>            |   |   |                                   |                         |  |
| Interest Bearing Loans & Borrowings         | 6,424   | 7,336   | (912)                             | -12.4%                  | 7,379                                      |
| Provisions                                  | 1,700   | 1,995   | (295)                             | -14.8%                  | 1,729                                      |
| <b>TOTAL NON-CURRENT LIABILITIES</b>        | <b>8,124</b>  | <b>9,331</b>  | <b>(1,207)</b>                    | <b>-12.9%</b>           | <b>9,108</b>                               |
| <b>TOTAL NET ASSETS</b>                     | <b>472,089</b>                                      | <b>462,250</b>                                      | <b>9,839</b>                      | <b>2.1%</b>             | <b>467,700</b>                             |
| <b>EQUITY:-</b>                             |   |   |                                   |                         |  |
| Accumulated Surplus & Reserves              | 307,717   | 299,704   | 8,013                             | 2.7%                    | 280,365                                    |
| Asset Revaluation Reserve                   | 164,372   | 162,546   | 1,826                             | 1.1%                    | 187,335                                    |
| <b>TOTAL EQUITY</b>                         | <b>472,089</b>                                      | <b>462,250</b>                                      | <b>9,839</b>                      | <b>2.1%</b>             | <b>467,700</b>                             |

**B.17.113 2016/17 BEST VALUE REPORT - INCLUDING LOCAL GOVERNMENT PERFORMANCE REPORTING FRAMEWORK INDICATORS**

**Responsible Officer:** Director Corporate Services  
**File Number:** S16-28-01  
**Attachments:** 1 Best Value Report

**Declarations of Interest:** Officer

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

**Summary**

A requirement of the Best Value sections of the Local Government Act 1989 is the setting of Quality and Cost Standards for all Council services and annual reporting against these standards to the community. This report contains the actual performance for Council services against the quality and cost targets and LGPRF Indicators set for 2016/17.

**Discussion**

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

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

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

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

Council currently reports on 140 Quality and Cost Standards across 10 service groups.

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

| Service Group                                      | Number of standards/indicators |            |              |                | Total       |
|--|--------------------------------|------------|--------------|----------------|-------------|
|  | Exceeded                       | Achieved   | Not achieved | Not applicable |             |
| Transport Services (page 3)                        | 2                              | 3          | 7            | -              | 12          |
| Family and Children's Services (page 5)            | -                              | 2          | 5            | -              | 7           |
| Economic Prosperity (page 7)                       | 1                              | 4          | 2            | -              | 7           |
| Community Care Services (page 8)                   | 1                              | 1          | 6            | -              | 8           |
| Community Wellbeing (page 9)                       | 3                              | 1          | 3            | -              | 7           |
| Waste Management (page 12)                         | 3                              | -          | -            | -              | 3           |
| Community Amenity (page 13)                        | 5                              | 1          | 3            | -              | 9           |
| Recreation, Culture and Leisure Services (page 15) | 15                             | 3          | 19           | -              | 37          |
| Organisational Support (page 20)                   | 13                             | 16         | 12           | -              | 41          |
| Governance and Leadership (page 24)                | 4                              | 1          | 4            | -              | 9           |
| <b>Total</b>                                       | <b>47</b>                      | <b>32</b>  | <b>61</b>    | <b>-</b>       | <b>140</b>  |
| <b>Achieved in 2016/17</b>                         | <b>33%</b>                     | <b>23%</b> | <b>44%</b>   | <b>0%</b>      | <b>100%</b> |
| <b>Achieved in 2015/16</b>                         | <b>25%</b>                     | <b>54%</b> | <b>20%</b>   | <b>1%</b>      | <b>100%</b> |

| Service Group  | Number of standards/indicators |                        |                | Total       |
|--|--------------------------------|------------------------|----------------|-------------|
|  | Within expected range          | Outside expected range | Not applicable |             |
| <b>LGPRF</b>   |                                |                        |                |             |
| Transport Services (page 4)                            | 3                              | 2                      | -              | 5           |
| Family and Children's Services (page 6)                | 4                              | 1                      | -              | 5           |
| Community Wellbeing (page 9)                           | 11                             | 1                      | -              | 12          |
| Waste Management (page 12)                             | 5                              | -                      | -              | 5           |
| Recreation, Culture and Leisure Services (page 16, 18) | 9                              | -                      | -              | 9           |
| Leadership and Governance (page 24)                    | 5                              | -                      | -              | 5           |
| <b>Total</b>   | <b>37</b>                      | <b>4</b>               | <b>0</b>       | <b>41</b>   |
| <b>Achieved in 2016/17</b>                             | <b>90%</b>                     | <b>10%</b>             | <b>0%</b>      | <b>100%</b> |

## Consultation

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

**Financial Implications**

Nil

**Social Implications**

Not applicable for this item.

**Economic Implications**

Not applicable for this item.

**Environmental Implications**

Not applicable for this item.

**Risk Management Implications**

Nil

**Council Plan Strategy Addressed**

*Governance and leadership* - Effective advocacy and strategic planning.

**Options**

Nil

**Recommendation**

**That Council adopt the 2016/17 Best Value report as presented.**

# Swan Hill Rural City Council Best Value Report 2016/17

## Quality and Cost Standards and Local Government Performance Reporting Framework Indicators

| Service Group                                      | Number of standards/indicators |            |              |                |             |
|--|--------------------------------|------------|--------------|----------------|-------------|
| Quality/Cost Standard                              | Exceeded                       | Achieved   | Not achieved | Not applicable | Total       |
| Transport Services (page 3)                        | 2                              | 3          | 7            | -              | 12          |
| Family and Children's Services (page 5)            | -                              | 2          | 5            | -              | 7           |
| Economic Prosperity (page 7)                       | 1                              | 4          | 2            | -              | 7           |
| Community Care Services (page 8)                   | 1                              | 1          | 6            | -              | 8           |
| Community Wellbeing (page 9)                       | 3                              | 1          | 3            | -              | 7           |
| Waste Management (page 12)                         | 3                              | -          | -            | -              | 3           |
| Community Amenity (page 13)                        | 5                              | 1          | 3            | -              | 9           |
| Recreation, Culture and Leisure Services (page 15) | 15                             | 3          | 19           | -              | 37          |
| Organisational Support (page 20)                   | 13                             | 16         | 12           | -              | 41          |
| Governance and Leadership (page 24)                | 4                              | 1          | 4            | -              | 9           |
| <b>Total</b>                                       | <b>47</b>                      | <b>32</b>  | <b>61</b>    | <b>-</b>       | <b>140</b>  |
| <b>Achieved in 2016/17</b>                         | <b>33%</b>                     | <b>23%</b> | <b>44%</b>   | <b>0%</b>      | <b>100%</b> |
| <b>Achieved in 2015/16</b>                         | <b>25%</b>                     | <b>54%</b> | <b>20%</b>   | <b>1%</b>      | <b>100%</b> |

| Service Group  | Number of standards/indicators |                        |                |             |
|--|--------------------------------|------------------------|----------------|-------------|
| LGPRF  | Within expected range          | Outside expected range | Not applicable | Total       |
| Transport Services (page 4)                            | 3                              | 2                      | -              | 5           |
| Family and Children's Services (page 6)                | 4                              | 1                      | -              | 5           |
| Community Wellbeing (page 9)                           | 11                             | 1                      | -              | 12          |
| Waste Management (page 12)                             | 5                              | -                      | -              | 5           |
| Recreation, Culture and Leisure Services (page 16, 18) | 9                              | -                      | -              | 9           |
| Leadership and Governance (page 24)                    | 5                              | -                      | -              | 5           |
| <b>Total</b>   | <b>37</b>                      | <b>4</b>               | <b>0</b>       | <b>41</b>   |
| <b>Achieved in 2016/17</b>                             | <b>90%</b>                     | <b>10%</b>             | <b>0%</b>      | <b>100%</b> |



## Transport Services

(Report adopted by Council December 2002)

Programs included within this service group:

Footpaths

Aerodromes

Roads - sealed and unsealed

| Footpaths   |        |                       |         |         |  |
|---|--------|-----------------------|---------|---------|--|
| Quality/Cost Standard   | Target | 2016/17               | 2015/16 | 2014/15 |  |
| Grinding metres/year  | 100    | 26 <sup>(1)</sup>     | 93      | 136     |  |
| Replacement square metres/year  | 1,500  | 1,295                 | 1,720   | 172     |  |
| Average response time to address service requests Weeks   | 2      | 2                     | 2       | 2       |  |
| Number of service requests received that address issues on footpaths  | 50     | 61                    | 59      | 48      |  |
| Average maintenance expenditure per square metre of footpath<br>Total cost to maintain footpaths / Total square metres of footpaths | \$2.20 | \$1.02 <sup>(2)</sup> | \$2.13  | \$2.03  |  |

Variance comments:

<sup>(1)</sup> A full inspection of Council's footpath network in 2014/15 resulted in extra footpath replacement and less grinding.

<sup>(2)</sup> An increase in new footpath projects resulted in less maintenance on the existing footpath network.

| Aerodromes   |        |                   |         |         |  |
|--|--------|-------------------|---------|---------|--|
| Quality/Cost Standard  | Target | 2016/17           | 2015/16 | 2014/15 |  |
| Maintain Swan Hill and Robinvale aerodromes in accordance with Civil Aviation Regulation                                 | 100%   | 100%              | 100%    | 100%    |  |
| Cost increase in maintenance of aerodromes<br>Cost increase in Net Operating Result does not exceed 6% to previous year. | 6%     | 8% <sup>(1)</sup> | 15%     | (12%)   |  |

Variance comment:

<sup>(1)</sup> Increased mowing and spraying of the grass as well as additional grading works has resulted in an increase in maintenance costs at the aerodrome.

## Best Value Report 2016/17 – Transport Services

| <b>Roads</b>   |               |                       |                |                |
|--|---------------|-----------------------|----------------|----------------|
| <b>Quality/Cost Standard</b>   | <b>Target</b> | <b>2016/17</b>        | <b>2015/16</b> | <b>2014/15</b> |
| Completion of asset inspection as per the Road Management Plan   | 100%          | 100%                  | 100%           | 100%           |
| Average response time to address service requests Weeks  | 3             | 2                     | 2              | 2              |
| Number of Service Requests received that address issues on roads:  |               |                       |                |                |
| • Sealed roads   | 90            | 119 <sup>(2)</sup>    | 88             | 89             |
| • Unsealed roads   | 100           | 198 <sup>(2)</sup>    | 122            | 111            |
| Average cost to re-sheet a square metre of unsealed road<br>Total cost of re-sheeting / Square metre of re-sheeting  | \$4.20        | \$4.90 <sup>(1)</sup> | \$4.85         | \$4.47         |
| <b>LGPRF Indicator</b>   | <b>Target</b> | <b>2016/17</b>        | <b>2015/16</b> | <b>2014/15</b> |
| <b>Sealed local road requests</b><br>Number of sealed local road requests per 100 kilometres of sealed local roads. Expected range: 10 to 120 requests.  | 10-120        | 13.43 <sup>(2)</sup>  | 9.93*          | 6.50           |
| <b>Sealed local roads below the intervention level</b><br>Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads. Expected range: 80 - 100% | 80-100%       | 98.31%                | 98.42%         | 97.00%         |
| <b>Cost of sealed local road reconstruction</b><br>Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed. Expected range: \$20 - \$200.                                  | \$20 - \$200  | \$29.04               | \$26.93*       | \$25.24        |
| <b>Cost of sealed local road resealing</b><br>Direct cost of sealed local road resealing / Square metres of sealed local roads resealed. Expected range: \$4 - \$30.   | \$4 - \$30    | \$3.96                | \$4.05         | \$4.13         |
| <b>Satisfaction with sealed local roads</b><br>Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads. Expected range: 50 – 100.                               | 50-100        | 49                    | 48             | 52             |

## Variance comments:

<sup>(1)</sup> The average cost to resheet a square metre of sealed road has increased. Target to be reviewed to take into consideration inflation.

<sup>(2)</sup> The increase in road requests is a result of Council providing more opportunities to log requests through social networking.

## Best Value Report 2016/17 – Family and Children's Services

## Family and Children's Services

(Report adopted by Council September 2002)

*Programs within this service:*

Out Of School Hours Child Care consisting of:

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

Preschools

Family Day Care

Maternal and Child Health

| Out of School Hours Child Care  |        |                       |         |         |
|---|--------|-----------------------|---------|---------|
| Quality/Cost Standard   | Target | 2016/17               | 2015/16 | 2014/15 |
| Meet the outcomes of the funding and service agreements<br>Including licensing, children's regs and accreditation | 100%   | 100%                  | 100%    | 100%    |
| Average cost to families per hour of care   | \$3.87 | \$4.20 <sup>(1)</sup> | \$4.16  | \$3.66  |

| Family Day Care   |        |                       |         |         |
|---|--------|-----------------------|---------|---------|
| Quality/Cost Standard   | Target | 2016/17               | 2015/16 | 2014/15 |
| Meet the outcomes of the funding and service agreements<br>Including licensing, children's regs and accreditation | 100%   | 100%                  | 100%    | 100%    |
| Average cost to families per hour of care   | \$3.65 | \$5.80 <sup>(2)</sup> | \$3.93  | \$3.68  |

Variance comments:

<sup>(1)</sup> Increased costs are passed on to families in order to maintain contribution levels from rates at previous years levels.

<sup>(2)</sup> In 2016/17 the Family Day Care Administration Levy and hourly cost of care has increased significantly. Due to the Federal Government operational support ceasing at the end of 2017/18 we have raised costs over the past two years to spread the increase to families.

## Best Value Report 2016/17 – Family and Children's Services

| <b>Maternal and Child Health</b>  |               |                         |                |                |
|---|---------------|-------------------------|----------------|----------------|
| <b>Quality/Cost Standard</b>  | <b>Target</b> | <b>2016/17</b>          | <b>2015/16</b> | <b>2014/15</b> |
| Percentage of children enrolled from birth notifications received   | 98%           | 96%                     | 94%            | 100%           |
| Percentage of children attending for 3.5 - 4 year old developmental assessment  | 70%           | 64%                     | 70%            | 66%            |
| Net cost to Council per consultation.   | \$71.47       | \$120.49 <sup>(1)</sup> | \$79.32        | \$81.02        |
| <b>LGPRF Indicator</b>  | <b>Target</b> | <b>2016/17</b>          | <b>2015/16</b> | <b>2014/15</b> |
| <b>Participation in first MCH home visit</b><br>Number of first MCH home visits / Number of birth notifications received. Expected range: 90 - 110%   | 90-110%       | 96.25%                  | 96.69%         | 104.00%        |
| <b>Infant enrolments in MCH service</b><br>Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received. Expected range: 90 - 110%  | 90-110%       | 100.63%                 | 100.00%        | 100.00%        |
| <b>Cost of MCH service</b><br>Cost to Council of the MCH service / Hours worked by MCH nurses. Expected range: \$50 - \$200   | \$50 - \$200  | \$73.87                 | \$72.16        | n/a            |
| <b>Participation in the MCH service</b><br>Number of children who attend the MCH service at least once (in the year)/Number of children enrolled in the MCH service. Expected range: 70 - 100%  | 70-100%       | 73.28%                  | 75.38%         | 72.00%         |
| <b>Participation in MCH service by Aboriginal children</b><br>Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service. Expected range: 60 - 100% | 60-100%       | 41.88%                  | 43.73%         | 67.00%         |

## Variance comments:

- (1) The variance in MCH Best Value target for 16/17 is due to the new State Govt MCH IT system known as CDIS. CDIS data reporting issues became evident in 2016 and are yet to be resolved. DHHS birth data has since been used to calculate MCH funding by the Dept of Education and Training instead of Local Govt MCH statistical reports. This has resulted in a reduction in State Govt MCH funding for SHRCC as the two data sets do not match.

## Economic Prosperity Services

(Report adopted by Council February 2003)

*Programs within this service:*

Economic Development Unit

Swan Hill Livestock Exchange

Tower Hill Estate development

| <b>Economic Development</b>   |               |                |                |                |
|---|---------------|----------------|----------------|----------------|
| <b>Quality/Cost Standard</b>  | <b>Target</b> | <b>2016/17</b> | <b>2015/16</b> | <b>2014/15</b> |
| Achieve population growth for the municipality                                      | 0.1%          | -0.2%          | -0.8%          | -1.3%          |
| Achieve an unemployment rate lower than the average for Rural and Regional Victoria | 4%            | 4%             | 6%             | 5%             |
| Total number of visitors to the Swan Hill Region Information Centre                 | -             | 45,525         | 44,962         | 49,425         |

| <b>Swan Hill Livestock Exchange</b>  |               |                |                |                |
|--|---------------|----------------|----------------|----------------|
| <b>Quality/Cost Standard</b>   | <b>Target</b> | <b>2016/17</b> | <b>2015/16</b> | <b>2014/15</b> |
| Maintain National Saleyards Quality Assurance (NSQA) and Meat Standards Australia (MSA) accreditation  | 100%          | 100%           | 100%           | 100%           |
| Cost of operating the complex as a % of total sale value<br>Net operating expenditure as a percentage of gross livestock sales (recorded in Livestock Exchange System) plus truck wash sales and agistment, less water stand pipe sales. | 1.46%         | 0.85%          | 0.84%          | 0.93%          |

| <b>Tower Hill Estate</b>                                       |               |                   |                |                |
|--|---------------|-------------------|----------------|----------------|
| <b>Quality/Cost Standard</b>                                   | <b>Target</b> | <b>2016/17</b>    | <b>2015/16</b> | <b>2014/15</b> |
| Subdivide and sell lots  | 18            | 12 <sup>(1)</sup> | 20             | 16             |
| Subdivision and sale costs of properties within Budget targets | Yes           | Yes               | Yes            | Yes            |

Variance comments:

<sup>(1)</sup>Standard not achieved predominantly due to slow down in sales August to November 2016.

## Best Value Report 2016/17 – Community Care Services

## Community Care Services

(Report adopted by Council February 2003)

*Programs within this service:*

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

| Community Care Services   |                               |                               |                               |                               |
|---|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| Quality/Cost Standard   | Target                        | 2016/17                       | 2015/16                       | 2014/15                       |
| <b>Client Needs</b><br>Review of existing clients to assess appropriateness of service levels, whether service standards are being achieved and to reassess the needs of the client |                               |                               |                               |                               |
| <ul style="list-style-type: none"> <li>• High needs clients</li> <li>• Medium needs clients</li> <li>• Low needs clients</li> </ul>   | 100%<br>80%<br>70%            | 89%<br>80%<br>67%             | 83%<br>63%<br>90%             | 88%<br>84%<br>86%             |
| <b>Average cost per hour of service:</b> <ul style="list-style-type: none"> <li>• General Home Care</li> <li>• Personal Care</li> <li>• Respite Care</li> </ul>                     | \$51.54<br>\$53.72<br>\$54.00 | \$62.24<br>\$66.52<br>\$61.40 | \$54.61<br>\$57.23<br>\$52.79 | \$51.46<br>\$59.22<br>\$52.24 |
| <b>Average cost per meal</b><br>Total cost of Food Services Program / Number of meals delivered to clients  | \$12.02                       | \$13.32                       | \$9.81                        | \$10.66                       |
| <b>Senior Citizen Centres</b><br>Total cost to operate Senior Citizen Centres and related activities  | \$17,480                      | \$5,195                       | \$10,857                      | (\$2,366)                     |

Variance comments:

New referral pathways and the Regional Assessment Service (RAS) were implemented in August 2016 for Victorian assessment services. The RAS is now required to meet two benchmarking outcomes as described in the My Aged Care Regional Assessment Service guidelines.

1. The number of days that elapse from receiving a referral in the MAC system to RAS accepting the referral.
2. The number of days that elapse from accepting the referral to completion of a RAS assessment.

There were a number of technical issues with the implementation of the new referral system that affected receiving and completing referrals that impacted on benchmark timeframes. In addition, Swan Hill Rural City Council has wait lists in place for two services over the reporting period that have impacted the elapsed time for completion of assessment.

Employee expenses for direct services in previous years have been allocated to a central account to alleviate the need for separating wages and travel etc into each service. To better reflect actual unit costs to each individual program for the 16/17 year, these expenses have been distributed directly to each service. Although there is an increase in individual service unit costs there is no effect on the overall program expenses.

## Community Wellbeing Services

(Report adopted by Council June 2003)

Programs within this service:

Planning

Building Department

Regulatory Services – Animal Management

Parking Control

Food safety

| Planning   |                 |                       |         |         |
|--|-----------------|-----------------------|---------|---------|
| Quality/Cost Standard  | Target          | 2016/17               | 2015/16 | 2014/15 |
| Average number of days required to issue planning permits  | 60              | 53                    | 66      | 65      |
| Cost per capita to maintain currency and appropriateness of the Planning Scheme<br>Gross cost to Council / Population of the municipality  | \$18            | \$22 <sup>(1)</sup>   | \$30    | \$30    |
| LGPRF Indicator  | Target          | 2016/17               | 2015/16 | 2014/15 |
| <b>Time taken to decide planning applications</b><br>The median number of days between receipt of a planning application and a decision on the application.<br>Expected range: 30 – 110 days   | 30-110          | 53                    | 53      | 51      |
| <b>Planning applications decided within 60 days</b><br>Number of planning application decisions made within 60 days/Number of planning application decisions made.<br>Expected range: 40 – 100%  | 40-100%         | 82.69% <sup>(2)</sup> | 76.19%  | 72.00%  |
| <b>Cost of statutory planning service</b><br>Direct cost of the statutory planning service/Number of planning applications received. Expected range: \$500 - \$4,000   | \$500 - \$4,000 | \$2,560               | \$2,745 | \$3,373 |
| <b>Planning decisions upheld at VCAT</b><br>Number of VCAT decisions that did not set aside council's decision in relation to a planning application/Number of VCAT Council decisions in relation to planning applications.<br>Expected range: 30 – 100% | 30-100%         | 50% <sup>(3)</sup>    | 0%      | 100%    |

Variance comments:

<sup>(1)</sup>A significant value of strategic planning work has been undertaken over the last three years, resulting in a higher average cost per capita.

<sup>(2)</sup> From 1 July 2016 this indicator has been updated to include VicSmart planning applications which should be assessed within 10 days. This will result in some variances year on year. The introduction of VicSmart permits has allowed for faster decisions.

<sup>(3)</sup>Two planning permits were taken to VCAT in 2017. One was set aside and one was not.



## Best Value Report 2016/17 – Waste Management Services

| <b>Building Department</b>                                |               |                      |                |                |
|---|---------------|----------------------|----------------|----------------|
| <b>Quality/Cost Standard</b>                              | <b>Target</b> | <b>2016/17</b>       | <b>2015/16</b> | <b>2014/15</b> |
| Average number of days required to issue building permits | 16            | 21 <sup>(1)</sup>    | 15.5           | 13.7           |
| Net cost to Council per building permit (Profit)          | \$305         | \$318 <sup>(2)</sup> | \$216          | \$357          |

Variance comments:

<sup>(1)</sup> Staffing shortages combined with an increase of building permit applications has resulted in a higher average of days to issue permits.

<sup>(2)</sup> The actual number of building permits issued by Council for 2016/17 (292) were slightly down from the previous year (337). The actual cost per permit for 2016/17 (\$318) is more than target due to increased expense and a decrease in application numbers.

| <b>Regulatory Services – Animal Management</b>   |               |                       |                |                |
|--|---------------|-----------------------|----------------|----------------|
| <b>Quality/Cost Standard</b>   | <b>Target</b> | <b>2016/17</b>        | <b>2015/16</b> | <b>2014/15</b> |
| Average cost to Council to enforce Local Laws per registered animal  | \$93.63       | \$84.59               | \$80.75        | \$74.32        |
| <b>LGPRF Indicator</b>   | <b>Target</b> | <b>2016/17</b>        | <b>2015/16</b> | <b>2014/15</b> |
| <b>Time taken to action animal management requests</b><br>Number of days between receipt and first response action for all animal management requests / Number of animal management requests. Expected range: 1 to 10 days | 1 - 10        | 1                     | 1*             | 2              |
| <b>Animals reclaimed</b><br>Number of animals reclaimed / Number of animals collected. Expected range: 30 – 90%  | 30-90%        | 25.75% <sup>(1)</sup> | 21.90%*        | 59.00%         |
| <b>Cost of animal management service</b><br>Direct cost of the animal management service/Number of registered animals. Expected range: \$10 - \$70   | \$10-\$70     | \$69.83               | \$68.55*       | \$55.39        |
| <b>Animal management prosecutions</b><br>Number of successful animal management prosecutions. Expected range: 0 to 50 prosecutions   | 0 - 50        | 1 <sup>(2)</sup>      | 6*             | 0              |

Variance comments:

<sup>(1)</sup> There has been an increased number of reclaimed animals due to the use of social media.

<sup>(2)</sup> Increased public awareness and focus on responsible pet ownership resulted in fewer dog attacks and prosecutions in 2017.



## Best Value Report 2016/17 – Waste Management Services

| <b>Parking Control</b>  |               |                       |                |                |
|---|---------------|-----------------------|----------------|----------------|
| <b>Quality/Cost Standard</b>  | <b>Target</b> | <b>2016/17</b>        | <b>2015/16</b> | <b>2014/15</b> |
| Hours ticket machines are not functional  | -             | 1.6%                  | 3.6%           | 6.8%           |
| Net operating cost to Council per restricted car park space per annum<br>Restricted car parks consist of all parks excluding those privately owned. | (\$120)       | (\$58) <sup>(1)</sup> | (\$66)         | (\$33)         |

Variance comments:

<sup>(1)</sup> Reduction in cost due to increase parking revenue and infringements.

| <b>Food Safety</b>   |                   |                     |                |                |
|--|-------------------|---------------------|----------------|----------------|
| <b>LGPRF Indicator</b>   | <b>Target</b>     | <b>2016/17</b>      | <b>2015/16</b> | <b>2014/15</b> |
| <b>Time taken to action food complaints</b><br>Number of days between receipt and first response action for all food complaints / Number of food complaints.<br>Expected range: 1 to 10 days   | 1 - 10            | 1.49 <sup>(1)</sup> | 1.43           | -              |
| <b>Food safety assessments</b><br>Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the Food Act 1984/Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the Food Act 1984. Expected range: 50 – 100% | 50-100%           | 94.44%              | 95.18%         | 92.00%         |
| <b>Cost of food safety service</b><br>Direct cost of the food safety service/Number of food premises registered or notified in accordance with the Food Act 1984.<br>Expected range: \$300 - \$1,200   | \$300-<br>\$1,200 | \$850.09            | \$873.83       | \$809.12       |
| <b>Critical and major non-compliance notifications</b><br>Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises.<br>Expected range: 60 – 100%  | 60-100%           | 100% <sup>(2)</sup> | 84.44%         | 86%            |

Variance comments:

<sup>(1)</sup> From 1 July 2016, 'time taken to action food complaints' will be reported by calendar year. Previously this indicator was reported by financial year. This has been implemented to better align reporting with the Department of Health and Human Services. This may result in some variances year on year. Fewer complaints were received in 2016 resulting in complaints being actioned faster.

<sup>(2)</sup> From 1 July 2016, 'critical and major non-compliance outcome notifications' will be reported by calendar year. Previously this indicator was reported by financial year. This has been implemented to better align reporting with the Department of Health and Human Services. This may result in some variances year on year. Council's registration period is from October to November resulting in higher compliance for this period.

## Best Value Report 2016/17 – Waste Management Services

## Waste Management Services

(Report adopted by Council June 2003)

Programs within this service:

Kerbside collection service

Landfills

| Waste Collection  |             |                      |         |         |
|---|-------------|----------------------|---------|---------|
| LGPRF Indicator   | Target      | 2016/17              | 2015/16 | 2014/15 |
| <b>Kerbside bin collection requests</b><br>Number of kerbside garbage and recycling bin collection requests /<br>Number of kerbside bin collection households x 1000.<br>Expected range: 20 to 200 requests                                     | 10-300      | 25.38 <sup>(1)</sup> | 16.27   | 19.21   |
| <b>Kerbside collection bins missed</b><br>Number of kerbside garbage and recycling collection bins missed /<br>Number of scheduled kerbside garbage and recycling collection bin<br>lifts x 10,000. Expected range: 1 – 100 bins                | 1-20        | 2.32                 | 1.64    | 5.10    |
| <b>Cost of kerbside garbage bin collection service</b><br>Direct cost of the kerbside garbage bin collection service/Number of<br>kerbside garbage collection bins Expected range: \$20 - \$200   | \$40-\$150  | \$55.31              | \$54.45 | \$54.52 |
| <b>Cost of kerbside recyclables bin collection service</b><br>Direct cost of the kerbside recyclables bin collection service/Number<br>of kerbside recyclables collection bins Expected range: \$10 - \$100                                     | \$10 - \$80 | \$27.74              | \$27.32 | \$26.85 |
| <b>Kerbside collection waste diverted from landfill</b><br>Weight of recyclables and green organics collected from kerbside<br>bins/Weight of garbage, recyclables and green organics collected<br>from kerbside bins. Expected range: 20 – 80% | 20-60%      | 34.53%               | 35.26%  | 34.00%  |

Variance comments:

- <sup>(1)</sup> Increase in the number of missed, damaged bins and bins reaching the end of their lifecycle needing to be replaced has increased this indicator in 2017.

| Landfill  |         |         |         |         |
|---|---------|---------|---------|---------|
| Quality/Cost Standard   | Target  | 2016/17 | 2015/16 | 2014/15 |
| Net cost per capita of waste deposited at Swan Hill landfill sites                        | \$25.33 | \$16.21 | \$23.45 | \$24.66 |
| Net cost per capita of waste deposited at Robinvale landfill sites                        | \$55.49 | \$51.36 | \$53.06 | \$57.11 |
| Net cost per capita to maintain rural landfill sites                                      | \$13.91 | \$9.98  | \$9.85  | \$11.73 |
| *Net cost per capita = Budgeted contract cost OR actual contract cost / Population served |         |         |         |         |

Variance comments:

- <sup>(1)</sup> Increase in customers using the landfill and decrease in cost of depositing the green waste.

## Community Amenity

(Report adopted by Council June 2004)

Programs within this service:

Environmental Standards

Street Beautification

Public Lighting

| Environmental Standards  |               |                          |               |               |
|--|---------------|--------------------------|---------------|---------------|
| Quality/Cost Standard  | Target        | 2016/17                  | 2015/16       | 2014/15       |
| Maintain potable water consumption below 2011/12 levels for parks and gardens annually<br>Source: 2012 - 2016 Sustainable Water Use Plan | 37,000kL      | 41,278kL <sup>(1)</sup>  | 51,297kL      | 43,311kL      |
| Maintain current power usage in Council's 8 highest energy use buildings:  | 1.07M         | 0.954M                   | 1.13M         | 1.06M         |
| <ul style="list-style-type: none"> <li>• Kilowatts</li> <li>• Greenhouse gas emissions</li> </ul>  | kWh<br>1,262T | kWh<br>1,125T            | kWh<br>1,333T | kWh<br>1,259T |
| Total cost to Council for stationary energy of Council owned infrastructure<br>Including street lighting                                 | \$674,950     | \$503,465 <sup>(2)</sup> | \$568,827     | \$633,065     |

Variance comments:

- <sup>(1)</sup> Parks and gardens are watered as required. Low rainfall over winter months has increased parks and gardens requirement for water and therefore water consumption for 2016/17 has exceeded target.
- <sup>(2)</sup> Energy consumption costs for 2015/16 and 2016/17 for stationary energy of Council owned infrastructure has been largely influenced by two major projects, including Lighting the Regions Project that addresses street lighting consumption with the installation of LED lighting and behind the meter solar project on the Splatt Street office where 85kW was installed. The difference between 2015/16 and 2016/17 is the lighting the regions project came online at the beginning of the 2015/16 year and the behind the meter solar installation on Splatt St came online during the early stages of 2016/17. 2016/17 had the combined affect of the two projects working to reduce costs whereas 2015/16 only had the one project contributing to lower costs.

| Street Beautification   |          |                  |          |          |
|---|----------|------------------|----------|----------|
| Quality/Cost Standard   | Target   | 2016/17          | 2015/16  | 2014/15  |
| The number of changeovers to water wise medians and gardens developed throughout the municipality | 4        | 6                | 7        | 4        |
| Number of community street tree theme consultations<br>Minimum of two annually                    | 2        | 0 <sup>(1)</sup> | 0        | 0        |
| Cost to Council to maintain garden beds and grass in public areas per hectare of grass maintained | \$59,500 | \$59,000         | \$53,040 | \$57,110 |

Variance comments:

- <sup>(1)</sup> Council have not completed any street tree theme consultations with the community due to focusing on removing trees that are in poor condition. Once these trees are removed Council will consult the community on trees that will suit the location.

## Best Value Report 2016/17 – Community Amenity

| <b>Public Lighting</b>  |               |                        |                |                |
|---|---------------|------------------------|----------------|----------------|
| <b>Quality/Cost Standard</b>  | <b>Target</b> | <b>2016/17</b>         | <b>2015/16</b> | <b>2014/15</b> |
| Net increase in number of streetlights to existing network per year<br>New light and pole assembly  | 3             | 1                      | 0              | 0              |
| Cost to Council for public lighting per streetlight<br>Electricity costs are increasing and it is expected they will continue to increase over coming years | \$113.69      | \$68.24 <sup>(1)</sup> | \$63.06        | \$108.54       |

## Variance comments:

<sup>(1)</sup> Price reduction due to changing all the public lighting bulbs to the new cost efficient (new technology lighting) through Lighting the Region Funded program.

## Best Value Report 2016/17 – Recreation, Culture and Leisure Services

## Recreation, Culture and Leisure Services

(Report adopted by Council June 2004)

Programs within this service:

Art Gallery  
 Performing Arts  
 Pioneer Settlement  
 Library  
 Community Centres and Swan Hill Town Hall PACC  
 Parks, Gardens, Recreation Reserves and Other Sporting Facilities  
 Indoor Sports Facilities and Swimming Pools

| Art Gallery   |         |                   |         |         |
|---|---------|-------------------|---------|---------|
| Quality/Cost Standard   | Target  | 2016/17           | 2015/16 | 2014/15 |
| Number of visitors to the Art Gallery per annum                                 | 11,000  | 12,122            | 11,298  | 10,093  |
| Number of exhibitions   | 25      | 21 <sup>(1)</sup> | 25      | 23      |
| Number of events other than exhibitions<br>Concerts, conferences, functions etc | 30      | 51                | 46      | 36      |
| Net cost to Council to operate the Gallery per visitor                          | \$26.14 | \$26.64           | \$25.42 | \$27.60 |

Variance comments:

<sup>(1)</sup> Several exhibitions remained on display in the Art Gallery for longer than the average 6 week period and the Da Vinci Machines exhibition required the entire Gallery space so only one exhibition was on display rather than two or three at the same time.

| Performing Arts  |         |                      |                      |         |
|--|---------|----------------------|----------------------|---------|
| Quality/Cost Standard  | Target  | 2016/17              | 2015/16              | 2014/15 |
| Number of people attending performing arts events per annum  | 3,000   | 2,060 <sup>(1)</sup> | 2,005 <sup>(1)</sup> | 5,130   |
| Net cost to Council to operate the performing arts program per patron<br>Final net cost for year / Number of attendees | \$61.95 | \$61.20              | \$40.83              | \$39.96 |

Variance comment:

<sup>(1)</sup> Gaps in staffing due to staff resignations and a staff restructure had an impact on attendances as there is no longer a staff member dedicated solely to the performing arts program and only limited staff time was available to market the shows. The increase in ticket prices also seems to have had an impact on the number of tickets sold.

## Best Value Report 2016/17 – Recreation, Culture and Leisure Services

| <b>Pioneer Settlement</b>  |               |                       |                |                |
|--|---------------|-----------------------|----------------|----------------|
| <b>Quality/Cost Standard</b>   | <b>Target</b> | <b>2016/17</b>        | <b>2015/16</b> | <b>2014/15</b> |
| Number of visitors to the Pioneer Settlement per annum                   | 87,550        | 73,031 <sup>(1)</sup> | 76,879         | 76,397         |
| Net cost to Council to operate the Pioneer Settlement Museum per visitor | \$9.20        | \$13.43               | \$15.51        | \$13.08        |

Variance comments:

<sup>(1)</sup>Visitor numbers were reduced due to the closure of the Heartbeat of the Murray show for 70 days. This was caused by high river levels that posed a threat to infrastructure. It is estimated that this closure resulted in a loss of 40 people per night (2800 people in total). Bookings at the Settlement were equal to the number of bookings in the previous financial year but the number of people attending each booking was reduced.

| <b>Libraries</b>   |               |                        |                       |                |
|--|---------------|------------------------|-----------------------|----------------|
| <b>Quality/Cost Standard</b>   | <b>Target</b> | <b>2016/17</b>         | <b>2015/16</b>        | <b>2014/15</b> |
| Visits to service points<br>Includes Swan Hill and Mobile Library. Does not include Wakool Council library branches  | 94,200        | 79,703 <sup>(1)</sup>  | 84,792 <sup>(1)</sup> | 89,745         |
| Number of special events held in Library   | 15            | 44                     | 40                    | 25             |
| <b>LGPRF Indicator</b>   | <b>Target</b> | <b>2016/17</b>         | <b>2015/16</b>        | <b>2014/15</b> |
| Library collection usage<br>Number of library collection item loans / Number of library collection items. Expected range: 1 to 10 items                            | 1-9           | 1.59 <sup>(2)</sup>    | 1.38                  | 2.19           |
| Standard of library collection<br>Number of library collection items purchased in the last 5 years / Number of library collection items. Expected range: 50 – 100% | 40-90%        | 45.28%                 | 41.81%                | 42.00%         |
| Cost of library service<br>Direct cost to Council of the library service / Number of visits<br>Expected range: \$3 - \$20  | \$3-\$15      | \$13.34 <sup>(3)</sup> | \$11.90*              | \$11.22*       |
| Active library members<br>Number of active library members/Municipal population<br>Expected range: 10 – 50%  | 10-40%        | 19.91%                 | 19.24%                | 23.00%         |

Variance comments:

- <sup>(1)</sup> The number of people visiting the physical library space has decreased.
- <sup>(2)</sup> There has been an increase in users borrowing e-books, e-audio books and e-magazines.
- <sup>(3)</sup> The cost of the library service has increased due to decreased visitation numbers in 2017.

## Best Value Report 2016/17 – Recreation, Culture and Leisure Services

| Community Centres and Swan Hill Town Hall PACC   |         |                        |         |         |
|--|---------|------------------------|---------|---------|
| Quality/Cost Standard  | Target  | 2016/17                | 2015/16 | 2014/15 |
| Number of times the community centre/facility is used by the community each year:            |         |                        |         |         |
| • Manangatang  | 150     | 121                    | 129     | 255     |
| • Nyah   | 100     | 185                    | 193     | 208     |
| • Lake Boga  | 100     | 72                     | 231     | 132     |
| • Robinvale  | 180     | 110                    | 198     | 196     |
| • Swan Hill Town Hall PACC   | 250     | 445                    | 310     | 276     |
| Number of people attending events, functions or performances at the Swan Hill Town Hall PACC | 18,000  | 23,051                 | 22,949  | 17,901  |
| Net operating cost to Council per usage of the facility:                                     |         |                        |         |         |
| • Manangatang  | \$250   | \$30 <sup>(1)</sup>    | \$208   | \$51    |
| • Nyah   | \$400   | \$275                  | \$261   | \$169   |
| • Lake Boga  | \$250   | \$250                  | \$135   | \$197   |
| • Robinvale  | \$600   | \$627                  | \$344   | \$407   |
| • Swan Hill Town Hall PACC   | \$1,054 | \$1,209                | \$1,578 | \$1,050 |
| Net operating cost to Council per person using the Swan Hill Town Hall PACC                  | \$14.65 | \$23.33 <sup>(2)</sup> | \$21.04 | \$16.20 |
| Actual net cost / Number of people attending   |         |                        |         |         |

## Variance comments:

<sup>(1)</sup>Manangatang community centre has high bookings and minimal maintenance costs. Robinvale and Lake Boga had low bookings and higher maintenance costs.

<sup>(2)</sup>Swan Hill Town Hall PACC venue operations and processes were changed to improve customer service. This included taking on the management of venue bookings which were originally managed by another council department. The Swan Hill Town Hall PACC's staffing structure was changed to include extra staff hours to cover the venue's operational requirements.

| Parks, Gardens, Recreation Reserves and Other Sporting Facilities |          |          |          |          |
|---|----------|----------|----------|----------|
| Quality/Cost Standard   | Target   | 2016/17  | 2015/16  | 2014/15  |
| Maintain grass height between 25 – 60 mm                          | 100%     | 100%     | 100%     | 100%     |
| Net operating cost per hectare:                                   |          |          |          |          |
| • Parks and gardens   | \$13,000 | \$12,000 | \$12,620 | \$12,540 |
| • Recreation reserves   | \$12,500 | \$12,500 | \$12,360 | \$11,340 |



## Best Value Report 2016/17 – Recreation, Culture and Leisure Services

| <b>Indoor Sports Facilities and Swimming Pools</b>  |               |                        |                |                |
|---|---------------|------------------------|----------------|----------------|
| <b>Quality/Cost Standard</b>  | <b>Target</b> | <b>2016/17</b>         | <b>2015/16</b> | <b>2014/15</b> |
| Number of visitors/users of the indoor sports facilities/swimming pools:  |               |                        |                |                |
| • Swan Hill Leisure Centre and Indoor Pool  | 77,500        | 81,429                 | 81,420         | 82,207         |
| • Swan Hill Indoor Sport and Recreation Centre  | 36,500        | 36,300                 | 36,100         | 36,020         |
| • Robinvale Leisure Centre and Pool   | 20,500        | 23,000                 | 17,442         | 20,331         |
| Number of visitors/users of outdoor swimming pools:   |               |                        |                |                |
| • Swan Hill Outdoor Pool  | 20,000        | 20,911                 | 22,167         | 16,771         |
| • Nyah Pool   | 9,000         | 8,549 <sup>(3)</sup>   | 10,003         | 8,582          |
| • Manangatang Pool  | 7,000         | 6,228                  | 6,885          | 8,449          |
| Net cost to Council per visitor to operate indoor facilities:   |               |                        |                |                |
| • Swan Hill Leisure Centre and Indoor Pool  | \$6           | \$7 <sup>(4)</sup>     | \$6            | \$5            |
| • Swan Hill Indoor Sport and Recreation Centre  | \$1           | \$1                    | \$1            | \$1            |
| • Robinvale Leisure Centre and Pool   | \$10          | \$15 <sup>(5)</sup>    | \$17           | \$10           |
| Net Operating expenditure / Number of visitors/users  |               |                        |                |                |
| Net cost to Council per visitor to operate outdoor pools:   |               |                        |                |                |
| • Swan Hill Outdoor Pool  | \$11          | \$14.24 <sup>(2)</sup> | \$11           | \$12           |
| • Nyah Pool   | \$7           | \$6.65                 | \$5            | \$6            |
| • Manangatang Pool  | \$10          | \$8.43                 | \$6            | \$6            |
| Net Operating expenditure / Number of visitors/users  |               |                        |                |                |
| <b>LGPRF Indicator</b>  | <b>Target</b> | <b>2016/17</b>         | <b>2015/16</b> | <b>2014/15</b> |
| <b>User satisfaction with aquatic facilities (optional)</b><br>User satisfaction with how council has performed on provision of aquatic facilities. Expected range: 0 to 100                | -             | -                      | -              | -              |
| <b>Health inspections of aquatic facilities</b><br>Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities. Expected range: 1 – 4     | 1-4           | 1                      | 1              | 1.6            |
| <b>Reportable safety incidents at aquatic facilities</b><br>Total number of WorkSafe reportable aquatic facility safety incidents<br>Expected range: 0 to 20 incidents                      | 0-20          | 1 <sup>(1)</sup>       | 0              | 0              |
| <b>Cost of indoor aquatic facilities</b><br>Direct cost of indoor aquatic facilities less income received / Number of visits to indoor aquatic facilities. Expected range: -\$3-\$10        | -\$3-\$10     | \$6.58                 | \$6.38*        | \$6.12*        |
| <b>Cost of outdoor aquatic facilities</b><br>Direct cost of outdoor aquatic facilities less income received / Number of visits to outdoor aquatic facilities.<br>Expected range: \$3 - \$20 | \$3-\$20      | \$16.08 <sup>(2)</sup> | \$14.72*       | \$13.02*       |
| <b>Utilisation of aquatic facilities</b><br>Number of visits to aquatic facilities / Municipal population<br>Expected range: 1 to 10 visits   | 1-10          | 6.15                   | 6.24*          | 5.92*          |

## Variance comments:

- (1) There was one reportable incident at the Swan Hill Outdoor Pool during the 2016/17 season.
- (2) Additional maintenance was required at the Swan Hill Outdoor Pool with work required on the circulation pump for the diving pool and major tiling work required on the 50 metre pool. This additional maintenance has resulted in an increase in costs.



## Best Value Report 2016/17 – Recreation, Culture and Leisure Services

- (3) Nyah Pool closed for a total of 27 days during the season due to inclement weather or low daily temperatures. Additionally, on-going issues with the water heating system, particularly in the early and latter months caused some reduction in user numbers
- (4) The Swan Hill Leisure Centre has new flooring laid in the change room / toilet areas resulting in an increase in cost to Council.
- (5) The Robinvale Leisure Centre had new carpeting and lighting installed resulting in an increased cost to Council.

## Organisational Support

(Report adopted by Council June 2004)

*Programs within this service:*

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

### Customer Service Revenue Control and Robinvale Resource Centre

| Quality/Cost Standard   | Target  | 2016/17                | 2015/16 | 2014/15 |
|---|---------|------------------------|---------|---------|
| Rate debtor collections as a percentage of Total Rate Income  | 96%     | 96%                    | 96%     | 95%     |
| Cost of providing Customer Service and Revenue Control Services<br>Net Customer Services and Revenue Control Program Costs / Total Council Operating Expenditure                                | 1.53%   | 1.17%                  | 1.36%   | 1.14%   |
| Cost of providing customer services from the Robinvale Resource Centre per head of population<br>Net Robinvale Resource Centre Program Costs / Population of Robinvale and surrounding district | \$57.18 | \$63.71 <sup>(1)</sup> | \$48.99 | \$54.98 |

Variance comments:

- <sup>(1)</sup> The net cost of operating the Robinvale Resource Centre has increased over the previous twelve month reporting period due to reduced staff allocation, in EFT's, for the 2015/16 reporting period.

### Information Management

| Quality/Cost Standard  | Target | 2016/17              | 2015/16 | 2014/15 |
|--|--------|----------------------|---------|---------|
| Service meets agreed timeframes for incoming correspondence registration:  |        |                      |         |         |
| • 3.40pm Monday  | Yes    | Yes                  | Yes     | No      |
| • 2.20pm Tuesday – Friday  | Yes    | Yes                  | Yes     | No      |
| Cost of service as a percentage of total operating expenses.<br>Information Management Program / Total Operating Expenditure | <0.89% | 0.81% <sup>(1)</sup> | 0.69%   | 0.85%   |

Variance comments:

- <sup>(1)</sup>The calculations for 2015/16 were erroneously made on the Total Revenue rather than Total Operating Expenses. The actual 2015/16 figure should be 0.71%. The remaining 0.1% variance is from an underspend in salaries of approx. \$22,000 (\$6,000 of which was from a reduction of accrued TIL).

## Best Value Report 2016/17 – Organisational Support

| <b>Information Technology Services</b>   |               |                |                |                |
|--|---------------|----------------|----------------|----------------|
| <b>Quality/Cost Standard</b>   | <b>Target</b> | <b>2016/17</b> | <b>2015/16</b> | <b>2014/15</b> |
| Authority System available   | 98%           | 98%            | 98%            | 98%            |
| Network Services available   | 98%           | 98%            | 98%            | 99%            |
| Internet Services available  | 98%           | 98%            | 99%            | 98%            |
| Cost of providing IT services as a percentage of total operating expenses<br>IT program (bottom line 3345) / Total operating expenditure | <2.5%         | 2.3%           | 2.48%          | 2.4%           |
| Cost of IT services per connected user<br>IT program (bottom line 3345) / Number of personal computers supported                         | \$3,600       | \$3,624        | \$3,593        | \$3,600        |

| <b>Finance Services</b>  |               |                |                |                |
|--|---------------|----------------|----------------|----------------|
| <b>Quality/Cost Standard</b>   | <b>Target</b> | <b>2016/17</b> | <b>2015/16</b> | <b>2014/15</b> |
| Meet all statutory reporting obligations:  |               |                |                |                |
| • Annual Report  | Yes           | Yes            | Yes            | Yes            |
| • Business Plan and Annual Budget  | Yes           | Yes            | Yes            | Yes            |
| • Victoria Grants and Commission Return  | Yes           | Yes            | Yes            | Yes            |
| • Local Government Sector Borrowings Surveys   | Yes           | Yes            | Yes            | Yes            |
| • Taxation (PAYG, GST and FBT)   | Yes           | Yes            | Yes            | Yes            |
| Cost of providing financial services as a percentage of Total Council Operating Expenses<br>Finance Program Costs (Bottom Line P3340) / Total Operating Expenditure (excluding depreciation) | <1.89%        | 1.93%          | 1.83%          | 1.86%          |

## Best Value Report 2016/17 – Organisational Support

| Asset Management   |  |   |   |  |
|--|--|---|---|--|
| Quality/Cost Standard  | Target   | 2016/17   | 2015/16   | 2014/15  |
| National Asset Management Framework scorecard that allocates a score depending on the policies and processes in place:   |  |   |   |  |
| <ul style="list-style-type: none"> <li>• Strategic Planning</li> <li>• Annual Budget</li> <li>• Annual Report</li> <li>• Asset Management Policy</li> <li>• Asset Management Strategy</li> <li>• Asset Management Plans</li> <li>• Governance and Management</li> <li>• Levels of Service</li> <li>• Data and Systems</li> <li>• Skills and Processes</li> <li>• Evaluation</li> </ul> | 85<br>100<br>95<br>90<br>100<br>75<br>60<br>60<br>80<br>65<br>60 | 92<br>100<br>95<br>85<br>100<br>70<br>29 <sup>(2)</sup><br>44<br>69<br>43<br>42 | 88<br>100<br>95<br>85<br>85<br>78<br>50<br>62<br>78<br>65<br>66 | 88<br>100<br>95<br>85<br>100<br>70<br>50<br>44<br>78<br>60<br>42 |
| DPCP survey sustainability index:<br>Budget allocated to maintenance and renewal /<br>Expenditure required for maintenance and renewal   | 0.90   | 0.61 <sup>(1)</sup>   | 0.84  | 0.83   |
| Cost index: Full Cost of provision of the service / Total<br>replacement value of assets managed.<br><small>Total Operating Expenditure (Budget) / Total replacement cost all<br/>assets (Annual Report)</small>   | 0.90   | 0.52 <sup>(2)</sup>   | 0.53  | 0.83   |

Variance comments:

<sup>(1)</sup>For 2016/17 we adopted the Moloney model calculator as the DPCP data was not collected.

<sup>(2)</sup> Staff vacancies were unfilled for part of the 2016/17 year and 1EFT has transferred to another area of Council.

| Human Resources   |         |         |          |          |
|---|---------|---------|----------|----------|
| Quality/Cost Standard   | Target  | 2016/17 | 2015/16  | 2014/15  |
| Number of staff issues referred to Fair Work Australia                              | Nil     | Nil     | Nil      | Nil      |
| Number of organisational training hours provided per EFT                            | 7 hours | 14      | 15 hours | 11 hours |
| Cost of providing Human Resource Services as a per cent of total operating expenses | 1.35%   | 0.96%   | 0.99%    | 1.0%     |

## Best Value Report 2016/17 – Organisational Support

| <b>Commercial Services and Risk Management</b>  |               |                |                |                |
|---|---------------|----------------|----------------|----------------|
| <b>Quality/Cost Standard</b>  | <b>Target</b> | <b>2016/17</b> | <b>2015/16</b> | <b>2014/15</b> |
| All tendering and acquisitions undertaken by Commercial Services is done in accordance with adopted Council policy.   | Yes           | Yes            | Yes            | Yes            |
| Cost of providing commercial services as a percentage of Total Council Operating Expenses.<br>Total cost of Program (less Insurance Premiums) / Total operating cost of Council | <1.3%         | 0.99%          | 1.15%          | 1.2%           |
| Risk Management - WorkCover<br>(EFT to premiums)  | \$2,640       | \$2,132        | \$1,577        | \$3,319        |
| Risk Management – Property<br>(Value of property v Premium)   | \$0.0026      | \$0.0016       | \$0.0016       | \$0.0019       |
| Risk Management – Registered Motor Vehicles<br>Unit cost  | \$600         | \$559          | \$572          | \$550          |

| <b>Plant and Fleet Management</b>   |               |                |                |                |
|---|---------------|----------------|----------------|----------------|
| <b>Quality/Cost Standard</b>  | <b>Target</b> | <b>2016/17</b> | <b>2015/16</b> | <b>2014/15</b> |
| Percentage of occasions actual service times on all major plant and vehicle items meet manufacturers set standard time  | 90%           | 87%            | 89%            | 89%            |
| Average cost of scheduled services for passenger and light commercial vehicles<br>Total service costs (excluding oils and parts) divided by total number of services as recorded in Fleet Management Services | \$124         | \$111          | \$108          | \$120          |
| Average cost of scheduled services for major plant items<br>Total service costs (excluding oils and parts) divided by total number of services as recorded in Fleet Management Services                       | \$218         | \$210          | \$219          | \$185          |

## Best Value Report 2016/17 – Governance and Leadership

## Governance and Leadership

(Report adopted by Council May 2005)

*Programs within this service:*

Elected Members

Community Development

Corporate Governance

Media and Events

| <b>Elected Members</b>   |               |                |                |                |
|--|---------------|----------------|----------------|----------------|
| <b>Quality/Cost Standard</b>   | <b>Target</b> | <b>2016/17</b> | <b>2015/16</b> | <b>2014/15</b> |
| Community satisfaction with Council's advocacy role per annual Local Government Survey   | 53            | 54             | 54             | 53             |
| Community satisfaction rating for overall performance generally of Council as per Local Government Community Satisfaction Survey | 55            | 58             | 57             | 59             |

| <b>Community Development</b>  |               |                     |                |                |
|---|---------------|---------------------|----------------|----------------|
| <b>Quality/Cost Standard</b>  | <b>Target</b> | <b>2016/17</b>      | <b>2015/16</b> | <b>2014/15</b> |
| Government and other funding attracted during the year to supplement community and Council activities   | \$800,000     | \$845,690           | \$1,297,649    | \$1,148,440    |
| Number of actions implemented out of community plans<br>At least one action per plan  | 30            | 20                  | 30             | 32             |
| Net program cost as a percentage of operating budget<br>Net program cost: Total operating expenditure less revenue / Rates determination statement net operating result | <1%           | 3.3% <sup>(1)</sup> | 0.5%           | 1%             |

Variance comment:

<sup>(1)</sup> Employee turnover and extended periods of staff leave resulted in Council engaging a contractor to assist in the Community Development department. This has resulted in increased costs in 2016/17.

## Best Value Report 2016/17 – Governance and Leadership

| <b>Corporate Governance</b>  |               |                         |                |                |
|--|---------------|-------------------------|----------------|----------------|
| <b>LGPRF Indicator</b>   | <b>Target</b> | <b>2016/17</b>          | <b>2015/16</b> | <b>2014/15</b> |
| <b>Council decisions made at Council Meetings closed to the Public</b><br>Number of Council resolutions made at an ordinary or special meeting of Council, consisting only of Councillors, closed to the public / Number of Council resolutions made at an ordinary or special meeting of Council, consisting only of Councillors<br>Expected range: 0 – 30% | 0-30%         | 9.26% <sup>(1)</sup>    | 13.46%         | 6.0%           |
| <b>Satisfaction with community consultation and engagement</b><br>Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement<br>Expected range: 40 – 70%   | 40-70%        | 58                      | 55             | 54             |
| <b>Councillor attendance at Council Meetings</b><br>Sum of number of Councillors who attended each ordinary and special council meeting / (Number of ordinary and special council meetings) x (Number of Councillors elected at last Council general election. Expected range: 80 – 100%   | 80-100%       | 97.62%                  | 95.52%*        | 95.00%         |
| <b>Cost of Governance</b><br>Direct cost of Governance service / Number of Councillors elected at last Council general election.<br>Expected range: \$30,000 - \$80,000  | \$30K-\$80K   | \$40,441 <sup>(2)</sup> | \$103,733      | \$40,372       |
| <b>Satisfaction with Council decisions</b><br>Community satisfaction rating out of 100 with the performance of Council in making decisions in the interest of the community<br>Expected range: 40 – 70%  | 40-70%        | 53                      | 53             | 51             |

## Variance comments:

- <sup>(1)</sup> During 2015/16 a number of extra in-camera meetings were held due to the need to replace the CEO and deal with some unrelated legal issues.
- <sup>(2)</sup> The 2015/16 figure included recruitment and related costs for a new Chief Executive Officer.

| <b>Media and Events</b>  |               |                      |                |                |
|--|---------------|----------------------|----------------|----------------|
| <b>Quality/Cost Standard</b>   | <b>Target</b> | <b>2016/17</b>       | <b>2015/16</b> | <b>2014/15</b> |
| Number of media releases distributed annually  | 140           | 118 <sup>(1)</sup>   | 125            | 147            |
| Number of social media post annually   | 110           | 1,089 <sup>(2)</sup> | 136            | 155            |
| <b>Production and distribution of Council's Community Newsletter</b><br>Three times per year                   | 3             | 3                    | 3              | 3              |
| <b>Cost of providing media and events unit services</b><br>As a percentage of total Council operating expenses | <0.8%         | 0.38%                | 0.4%           | 0.4%           |

## Variance comments:

- <sup>(1)</sup> There has been a reduction in media releases and a substantial increase in social media posts, due to an increased use of social media to engage the community.
- <sup>(2)</sup> Included in this figure are Facebook posts by Council (251), Library (257), Art Gallery (180), Pioneer Settlement (156), Youth Inc (172) and Twitter posts (73).

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\*Previous year LGPRF indicators that were corrected in the 2016/17 reporting period.

### **B.17.114    PROCUREMENT POLICY**

**Responsible Officer:**            Director Corporate Services  
**File Number:**                    S16-25P  
**Attachments:**                    1    Procurement Policy

**Declarations of Interest:**      Officer

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

#### **Summary**

Council has a range of policies that guide how Council operates to deliver services and its dealings with the community. These policies are periodically reviewed to ensure that they are still applicable. The Procurement Policy has been reviewed and is presented for adoption.

#### **Discussion**

Council is required to review its Procurement Policy annually.

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

The Procurement Policy is presented for the approval of Council. The review has resulted in minor wording and format changes. No changes to the intent or requirements of the Policy have been made.

#### **Consultation**

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

#### **Financial Implications**

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

#### **Social Implications**

Promote and provide opportunities for social procurement.



### **Economic Implications**

Provide opportunities for the growth of local businesses.

### **Environmental Implications**

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

### **Risk Management Implications**

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

### **Council Plan Strategy Addressed**

***Economic growth*** - Assist existing businesses to expand and increase their efficiency.

### **Options**

Council may approve the Policy as recommended or make changes.

### **Recommendation**

**That Council adopts the Procurement Policy as presented.**

**PROCUREMENT POLICY**

|                                  |   |
|----------------------------------|---|
| <b>Responsible Officer:</b>      | <b>Director Corporate Services</b>      |
| <b>File Number:</b>              | <b>S16-25P</b>                          |
|                                  | <b>Procurement Policy and Procedure</b> |
| <b>Assembly Date:</b>            | <b>14 November 2017</b>                 |
| <b>Declarations of Interest:</b> | <b>Officer</b>                          |

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

**Summary**

Council has a range of policies that guide how Council operates to deliver services and its dealings with the community. These policies are periodically reviewed to ensure that they are still applicable. The Procurement Policy has been reviewed and is presented for adoption.

**Discussion**

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**Consultation**

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**Financial Implications**

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

**Social Implications**

Promote and provide opportunities for social procurement.

**Economic Implications**

Provide opportunities for the growth of local businesses.

**Environmental Implications**

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

**Risk Management Implications**

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

**Council Plan Strategy Addressed**

- 1. Economic Growth** - Assist existing businesses to expand and increase their efficiency.

**Suggested Options**

Council may approve the Policy as recommended or make changes.

**Recommendation**

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

### **B.17.115 HUTCHINS BROTHERS MEMORIAL**

**Responsible Officer:** Director Development and Planning  
**File Number:** S01-22-9  
**Attachments:** Nil

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

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

#### **Summary**

A request has been made by members of the Hutchins Family to relocate a family memorial from Riverside Park to Woorinen Recreation Reserve. This request has been investigated and a decision is now required.

#### **Discussion**

The Hutchins Brothers Plaque was erected at Riverside Park Swan Hill in 2007 to commemorate the loss of four Hutchins brothers in World War Two.

On 20 June, 2017 the Mayor received an email from a concerned family member outlining the poor condition of the plaque and a request that the plaque be relocated from Riverside Park Swan Hill to the Woorinen Recreation Reserve Memorial Gates.

The author of the letter also stated that they have had to remove graffiti from the memorial on a number of occasions and that it now has scratches on it.

The reasons given for wishing to relocate the plaque were:

1. The Hutchins family were from Woorinen North
2. It provides a safer place where graffiti and vandalism will be reduced

The person proposing to relocate the memorial indicated they would cover the cost of having the memorial moved to the Woorinen Memorial Gates and a new plaque made, as the current one has faded and is in poor condition.

This proposal is supported by both the Woorinen and Swan Hill Returned Services League (RSL). The Woorinen RSL has plans to restore the Woorinen Memorial Gate and surrounds.

#### **Consultation**

To ensure all members of the family and the community support this proposal a public notice was placed in The Guardian on 22 and 29 September, 2017 seeking comment on the proposed relocation of the plaque.

Council officers also undertook consultation with other relatives and family members of the Hutchins brothers, community members and organisations, including:

**Family Members:** Council received two written submissions within the public comment timeframe which indicated some family members did not want the plaque to be relocated from Riverside Park.

Face to face and phone conversations also took place with a number of family members who were strongly opposed to the relocation.

An additional written submission by a family member expressed that if the memorial was to be relocated could it also be repaired as it is in terrible condition.

**RSL:** Both the Swan Hill and Woorinen RSL submitted letters of support for the relocation of the plaque.

### **Financial Implications**

Relocation cost to the Woorinen Memorial Gates can be covered by family members, as indicated in their request for relocation.

### **Social Implications**

It is evident from the concern expressed from many members of the family that both sites have merit for memorials. It is also clear by the submissions received that other relatives and the local community may be disappointed if the plaque is relocated.

### **Economic Implications**

Nil

### **Environmental Implications**

Nil

### **Risk Management Implications**

Nil

### **Conclusion**

Memorials to fallen family members are of great importance to both surviving family as well as the general community. In this instance there is no clear agreement about moving the memorial plaque or leaving it in place. The best option is to retain the

memorial plaque in place and support the installation of an additional plaque at the Woorinen location should family members wish to pursue this

### **Council Plan Strategy Addressed**

***Community enrichment*** - Develop a community with a sense of pride and responsibility/ownership that strives to achieve its aspirations.

### **Options**

1. Support the request to relocate the plaque.
2. Take no action.
3. As per recommendations.

### **Recommendations**

**That Council advise Hutchins family members that it;**

- 1. Supports the plaque remaining at Riverside Park and to it being upgraded by family members at their cost.**
- 2. Has no objection to members of the family installing an additional plaque at Woorinen with the approval of the Committee of Management of the reserve.**

### **B.17.116 WOORINEN FOOTBALL NETBALL CLUB REQUEST FOR FINANCIAL ASSISTANCE**

**Responsible Officer:** Director Development and Planning  
**File Number:** S01-05-01  
**Attachments:** 1 WFNC Financial Letter

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

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

#### **Summary**

This report is to discuss a request from the Woorinen Football Netball Club for financial assistance to complete the Woorinen Pavilion project at Reserve Road, Woorinen.

#### **Discussion**

The football/cricket clubrooms located at the Woorinen Recreation Reserve, Reserve Road, Woorinen were destroyed by fire in July 2015. The Woorinen Recreation Reserve is on land owned by DEWLP and managed by Woorinen Football Netball Club (WFNC) Inc. The building was insured by Council.

The WFNC conducted various fundraising activities and advocated for funding through various sources to raise funds to construct a new pavilion, including:

- State Government Grant (Country Football Netball Program) through Swan Hill Rural City Council – Stage 1 Change rooms
- AFL Victoria
- Cricket Australia
- Cricket Victoria
- Netball Victoria
- Club members and local businesses
- Council's Community Grants Program
- Council's Community Planning Funds

The Club set themselves a budget of \$1.3M to complete the rebuild.

The WFNC requested assistance from Council in the form of a loan of \$250,000. This request was not supported by Council. The amount requested was beyond that in the loan policy at the time. Feedback provided to the club was to reduce the size/cost of the building.

However, the club was confident that it could draw funds from 'Woorinen Enterprises' to support the construction of both stage 1 (change rooms) and stage 2 (social space).

Upon seeking quantity surveyor estimates, the cost was anticipated to be much more than this and the Club expected there may be a shortfall of approximately \$300,000.

The WFNC awarded the project to RTM Construction. The Club removed a number of items from the tender in order to reduce the overall figure to the agreed value. This included concrete to exterior, kitchen and bar cool rooms, bar fit out and appliances, carpet/vinyl, chairs, kitchen appliances and office cabinetry as well as installing split systems instead of an air conditioning unit.

Council received a letter on 6 February 2017 from the WFNC requesting financial assistance. The request was considered at Council Assembly on 28 February, but was not supported. However, Council did support the project through funds from the Community Planning budget (\$15,000) and the Community Grants Program (\$2,500 convection oven and \$3,000 towards temporary facilities) as well as grant acquisition support and coordination of the removal of the old clubrooms.

Council received an additional letter in October 2017 from the WFNC requesting financial assistance to complete the final fit out stages of the building.

The letter stated that the Club requires support to complete the final stages of the rebuild. Specifically, to install carpet and vinyl inside the building, complete landscaping at the rear of the building and install concrete along the front of the building.

The Club advised that the cost of these works will be \$35,000 of which they have requested half (\$17,500) from Council.

The WFNC has aspirations to complete works over the summer months to enable the building to be used for functions by the wider Woorinen community, user groups and sporting clubs.

The Club has indicated that the new facility is not just for the local football club, but that it is a community club that will facilitate the needs of a wide range of users including, the Woorinen Football Netball Club, Woorinen Cricket Club, Woorinen RSL Sub Branch, Woorinen Progress Association, Bigger Better Beverford, Beverford District Primary School, Woorinen District Primary School, Woorinen District Pre School.

### **Consultation**

Nil

### **Financial Implications**

No funds are budgeted for this project.



### **Social Implications**

This project will support the wider Woorinen community.

### **Economic Implications**

Completion of the new facility will enable local clubs and user groups to host events such as the Swan Hill Region Field Days which will attract overnight visitation to the Swan Hill region.

### **Environmental Implications**

Nil

### **Risk Management Implications**

Nil

### **Conclusion**

The WFNC has worked extremely hard to build a new facility that will serve not just the Woorinen but the broader Swan Hill community for many years to come. To enable the facility to start returning an income some works need to be completed over this summer. The installation of floor coverings and concreting will allow events and better use of the facility to occur

### **Council Plan Strategy Addressed**

***Community enrichment*** - Provide services and support initiatives that create a Healthy and Safe Community.

### **Options**

1. Council can choose to support this request in full or partially.
2. Council refuse this request.

### **Recommendation**

**That Council allocate \$17,500 from the 2016/17 Rates Determination surplus of \$292,000 to contribute to the final fit out of the Woorinen pavilion at Reserve Road, Woorinen.**

## **WOORINEN FNC – SHRCC FINANCIAL CONTRIBUTION LETTER**

The Woorinen Football Netball Club is seeking a financial contribution from Swan Hill Rural City Council for the fit out stages of the new community sporting pavilion at the Woorinen Recreation Reserve.

### **BACKGROUND:**

On July 31<sup>st</sup>, 2015 the Woorinen Clubrooms facility and contents were destroyed in an overnight fire.

Although devastating to the Woorinen community, the demise of the old clubrooms building resulted in the opportunity to build a new facility to provide not only for AFL and Cricket, but for community based activities, events and meetings for the whole Woorinen district.

We were fortunate that AFL VIC, Cricket Australia, Cricket Victoria and Netball Victoria came together and contributed \$80,000 which covered all the costs of the temporary facilities and amenities to allow our club to continue to operate at the Woorinen Recreation Reserve. This also allowed our club, along with support from Toyota Australia to get new equipment for our football and netballers who had been borrowing equipment from the local AFL VIC RAC and other sporting clubs.

The next stage was to engage a building design company to develop concept plans of a new facility which met AFL preferred facility guidelines. The Club appointed McKnight & Bray Building design and concept plans were developed.

Initial drawings were considerate of the following:

1. Budget of \$1,300,000
2. Compliance with AFL Preferred Facility Guidelines in regards to teams participating and player numbers
3. Specs in regards to user groups and club members that would use the facility.

These drawings were sent to four companies to obtain an indicative tender price, with prices ranging from \$1,950,000 to \$1,600,000. Upon receiving these estimates, the Club realised that it had to get the figure back to \$1,300,000.

The Club met on site with Jesse Sherwood from Sport and Recreation Victoria and Meagan Monk from Council to discuss seeking \$100,000 funding through the Country Football Netball Program. There was limited time to scope the project and identify matching funds for the entire facility in time for the funding submission, so the decision was made to apply for Stage 1 (Changerooms). The funding application was successful.

The next step was to reduce the cost of the building contract by \$300,000 to make it within our budget.

- Changed the back of the building to Colourbond sheeting instead of brickwork
- Took out the main Air-Con System and committed the 2 x Split systems from the temporary facility.
- Removed Kitchen Appliances and fit out
- Removed Bar Fit out and Appliances.

- Reduced Social Rooms from 200 seating to 160 seating
- Removed Committee Room
- Removed Doors into Multi-Function Room
- Removed Concrete exterior
- Reduced Window height from ground level to 700mm from floor height.
- Removed 1 x double door leading towards North end of the building.
- Did not cut any costs on plumbing and electrical
- Removed Kitchen and Bar cool rooms - we felt with Farming connections and sponsorship that we could get this a lot cheaper than the building quoted price.

By taking out these parts of the contract we were able to get the contract price down to \$1,320,000, being \$20,000 over budget, we secured an extra \$20,000 from donations from a farming family to allow our club to commit to the \$1,320,000.

Our club has been able to pay for the \$1,320,000 building costs, and the additions along the way of Bar Cool room, Kitchen Cool room, Kitchen Appliances, Security System, 1 x Split System in Multi-Purpose Room.

All the advice was given from our research was that we needed to make sure we created a structure and facility that was big enough to service our members and user groups, it was agreed that we could not have built a smaller facility. We do not have any bells and whistles on it. It looks new and grand, but already we have proven that our initial request of 200 was justified as our presentation day had 160 seats full and over 60 people standing, with people having to stand in the kitchen due to no more space. This facility will be a major advantage for the entire region for hosting functions with a good social room, commercial kitchen and bar facilities at the one space.

We are a community club with a lot of user groups, members and supporters. Our Regular User groups are Football, Netball and Cricket, Woorinen RSL Sub Branch, and we have the ability with the new facility to work in more closely with our connections with the local Woorinen Progress Association, Bigger Better Beverford, Beverford District Primary School, Woorinen District Primary School and Woorinen South Pre School.

1. The Swan Hill Region Field Days is an event created by the Woorinen FNC that has unfortunately been put on hold after the rebuild, and one that we cannot start again until the facility is at a point that it is completed. This event is a great concept for the entire region, allowing farmers a local Field Days to view products and services, allowing local companies to offer their services to the families that travel to the event, allowing school children the opportunity to enjoy the event and from a council perspective it is important to bringing people into the township of Swan Hill and money being spent in the town.
2. The Woorinen RSL Sub Branch held a dawn service in 2017 at the gates of the reserve, with an estimated attendance of 200 and over 150 meals served for breakfast.
3. The Woorinen FNC is also the coordinators and creators of the local youth girls football team. This concept has been running for four seasons and has allowed girls from as far North as Hay and Balranald, West from Sea Lake and Manangatang, South from Bendigo and Kerang, and

East from Moulamein to not miss out on the exciting opportunity that AFLW presents. This keeps children participation levels high, and has seen two girls from our program drafted in the last 2 years. Each Tuesday these families travel to Swan Hill for training, and each Sunday they travel to Bendigo to play, and we do host four games at Woorinen each year.

4. The Woorinen FNC is also proud to be partnered with the Swan Hill Specialist School in a development program that is aimed at participation and personal development.

These above four points highlight that we are not a standard football club, we are a community club that works very hard to create participation at all levels. As President I am extremely proud that we have been able to continue to do this whilst going through the hardship of losing our home, and the difficult rebuild process.

The Woorinen Football Netball Club would like to get the facility to a point where it is able to be used for functions. Our goal over the Summer season is to complete the internal carpet and vinyl, and at the same time complete the landscaping at the back western side of the facility and the concrete at the front eastern side. It is important we complete the back and front first before laying brand new carpet and vinyl. The cost of this project is \$35,000.

The Woorinen FNC is seeking a contribution from the Swan Hill Rural City Council to help pay for half of the Summer project costs, \$17,500. To gain the support and financial assistance is important to the project, and one that our user groups and members would be grateful for.

I would like to thank you for the opportunity to present this letter, and I hope that it highlights that we have now spent over \$1,500,000 at the reserve, which is going to be of great benefit to the entire region. This is not a football facility, this is a community facility that will be home to many families and events.

Kind regards

Dean Morpeth  
Woorinen FNC President

## **B.17.117 BUILDING FEES AND CHARGES**

**Responsible Officer:** Director Development and Planning  
**File Number:** S31-25-01  
**Attachments:** Nil

### **Declarations of Interest:**

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

### **Summary**

This report seeks a Council Resolution to approve new building fees for applications to retain building works constructed without a Building Permit and for Places of Public Entertainment Permits.

### **Discussion**

#### **APPLICATION TO RETAIN BUILDING WORKS**

Council does not have a formal fee to charge landowners/applicants for building works that are constructed prior to the issue of a Building Permit. This has come to light due to an increased number of complaints being received from the general public, and Real Estate agents and Solicitors becoming more aware of their responsibilities when properties are being sold.

Currently, there is no provision in the Building Act or Building Regulations to issue a retrospective Building Permit for building works that has been carried out prior to the issue of a Building Permit.

The following procedure outlines the steps involved to ratify such works provided the works are structurally sound and generally in accordance with the Building Regulations. It is the responsibility of the land owner to satisfy these guidelines if the building work is to be retained and Council is to take no further action for a breach of the Building Act and Building Regulations.

#### Illegal Building Procedure

1. Illegal building work is notified or identified.
2. Formal inspection of building work is carried out to identify scope of illegal work.
3. Building Notice is issued on land owner directing them to show cause why the building work should not be demolished or dismantled.

This notice is accompanied by a letter advising the owner that if they wish to retain the illegal building work, they will have to submit an application to retain the building

work together with sufficient evidence to demonstrate that the building work is generally in accordance with the building regulations, is structurally sound and will not have any negative impact on the adjoining properties or surrounding neighbourhood.

4. If the landowner chooses to follow this procedure, upon receipt of an application to retain the building work, the Municipal Building Surveyor will respond with the details of the information required to be submitted for the building work to remain.

This will generally be plans of the subject building work and certification by a structural engineer that the building work is structurally sound. This is similar information that would be required to accompany a proper Application for Building Permit.

With this letter of response, the MBS will advise the fee for consideration of this application and the reasonable time frame for this information to be submitted. Other municipalities have adopted a fee of 1.5 times the relevant Building Permit for such works.

5. Upon receipt of the requested information and the relevant fee, if the MBS is satisfied that the applicant has provided sufficient evidence to demonstrate the building work can be approved to remain in position, then the MBS will provide advice to the applicant that the building work can remain in position, subject to the condition:-
  - The owner is required to notify any prospective purchaser that the building work involving (as specified) has been constructed prior to the issue of a Building Permit.  
The owner has submitted sufficient evidence to demonstrate that this building work is structurally sound and no further action will take regarding this matter.
  - The owner is required to notify any prospective purchaser that there is no Building Warranty insurance for this building work.  
(Applicable to works valued over \$16,000)
6. The MBS will issue a Building Order on the property reinforcing these conditions so that a record is available for any subsequent purchasers.

## PLACES OF PUBLIC ENTERTAINMENT PERMITS

Council does not have a formal fee policy for Places of Public Entertainment (POPE) permits.

Private entrepreneurs are required to obtain this type of Permit prior to conducting large scale public entertainment where admission is charged. (i.e River Rockfest Music Festival).

The Interim Building Regulations sets out the documents required to accompany an application for a Public Entertainment Permit. To obtain a Permit an applicant must demonstrate that they propose to have sufficient safety measures in place for the event to safely accommodate a large crowd by providing evidence addressing the following matters, including an accident and emergency plan, qualified safety officers, first aid services, vehicle control, security, adequate toilet facilities, public indemnity insurance, water facilities, etc.

Upon receipt, this information is assessed to ensure compliance and approval granted for the event to proceed provided all the requirements, as provided, are installed. This will necessitate a number of inspections of the site prior to the event to ensure compliance.

The Mildura Rural City Council charges \$555.00 for a Places of Public Entertainment Permit. It is proposed a similar fee be charged for events in the Swan Hill Rural City Council area. However, public events run by community based groups for less than 5000 people are exempt from POPE permits.

Given the work involved in administration, checking the documentation, discussions with the applicant and at least two on site inspections, this fee is reasonable.

### **Consultation**

The above procedure is a result from discussions with the Municipal Building Surveyors of the Mildura Rural City Council and Campaspe Shire Council.

### **Financial Implications**

Increased fee to address additional work to assess these type of applications.

### **Social Implications**

Not applicable

### **Economic Implications**

Not applicable

### **Environmental Implications**

Not applicable

### **Risk Management Implications**

Process should present a deterrent for people to construct poor standard building work that does not comply with Building Regulations and could constitute a risk to life, health and safety of occupants.

### **Council Plan Strategy Addressed**

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

### **Options**

1. That Council adopt the new fees to deal with unauthorised building works and Places of Public Entertainment permits.  
Or;
2. That Council refuse to adopt the new fees.

### **Recommendation**

**That Council adopt the new fees to deal with unauthorised building works (1.5 times the relevant building fee ) and Places of Public Entertainment permits (\$555.00)**



## **B.17.118 OFF-LEASH DOG AREAS**

|                             |  |
|-----------------------------|--|
| <b>Responsible Officer:</b> | Director Development and Planning  |
| <b>File Number:</b>         | S01-03/05  |
| <b>Attachments:</b>         | 1 Dog Park Survey Results<br>2 Dog Park Rules & Sign<br>3 Off Leash Maps |

### **Declarations of Interest:**

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

### **Summary**

This report recommends the provision of four trial off-leash Dog areas within the Municipality.

### **Discussion**

Council's Domestic Animal Management Plan (DAMP) has identified the need for off-leash areas. Considerations must be in line with Council's Local Law No 2, Part 7, Section 76 which specifies:

All cats and dogs must be on a leash at all times in or on:

- All streets and roads within residential areas
- All public reserves, unless specifically designated as an off-leash area by Council.
- All shopping precincts
- Within 10 meters of all playgrounds and BBQ areas

In the 2015 annual review of the Domestic Animal Management Plan DAMP, presented at the March 2016 Council meeting, Officers identified that "details of a suitable location for on and off leash areas will be investigated through the development of Local Law no. 2 across 2016/2017. This will include investigating the need for a specific dog park".

In 2015 a Domestic Animal Management Questionnaire was undertaken; only 84 responses were received. Of those responses 70% of people agreed that dogs should be on lead at all times, except in a designated area. More recently, local community members have also commenced a 'Swan Hill needs a dog park' Facebook page, currently the page has 175 members.

In order to understand the level of community support and need for a fenced off leash dog park in Swan Hill, Council commenced community consultation by undertaking an online survey between 1 February until 29 March 2017. Details

about the survey were advertised on the Council website, Facebook page, Twitter, Mayoral Blog and the Guardian.

224 responses were received by Council.

To ensure the community was informed when considering the need for an off leash dog park, Council listed the expected costs for a trial site and then permanent site at the beginning of the survey.

The costs included:

Trial site – A 12-month trial could be in the vicinity of \$20,000-30,000 for security fencing. If additional site works were required, then this would increase.

Permanent site – Again it will be site dependant but a budget of \$70,000-\$90,000 is expected to be sufficient.

### **Option 1: General Off-Leash Areas**

An off-leash area is any area specified by Council, where responsible pet owners are allowed to exercise their pet's off-leash without breaching Council's Local Law No. 2. Owners of pets are still required to have their dog under effective control by means of voice or hand signals.

These areas would require signage, dog bag dispensers and rubbish bins. They are a general play area only, therefore water and fencing would not be required. Areas that are well grassed would be an advantage.

Effective signage in parks will be the most direct way of advising park users, dog owners of the location, boundaries and rules of the off-leash areas. Attached is a draft of what the signage would contain.

Well located, easy to read signage, as well as regular patrols by Authorised Officers will encourage greater compliance with Council's Local Law No. 2 and assist Council Officers to promote responsible pet ownership.

The areas in the following table have been selected by Council officers as the preferred locations for off-leash areas within our municipality. They were selected for the following reasons:

- Spread through the municipality.
- The need to provide areas where dogs could exercise on an area that will have a minimal impact on park activities (such as playgrounds, conservation or organised sports).
- Parking spaces
- Established grassed areas.
- Clear of footpaths

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| Area                                | Description  | Hectares |
|-------------------------------------|--|----------|
| Tower Hill                          | North East End of Tower Hill. Non-developed scrub area, would need to be cleaned up and slashed. | 0.7      |
| Palaroo Park<br>Swan Hill           | Northern half of park, near the Wetlands. Maintained grass and trees.                            | 0.27     |
| Centenary Park<br>Reserve Robinvale | Park area between the MV Highway and Robin Street.   | 5.66     |
| Lake Boga<br>Sporting Complex       | Old junior soccer oval, was used in past by Junior football.                                     | 1.61     |

Please see attached maps for further detail.

The table below lists the areas considered, but are not recommended due to some issues.

| Area   | Description   | Hectares |
|--|---|----------|
| Tower Hill Park<br>Swan Hill                       | 10 metres from to the fenced off children's play area grassed cricket pitch area.<br><br><i>Not recommended due to cricket area and close proximately to children's park.</i>           | 1.28     |
| Nyah Rec<br>Reserve Nyah                           | Back corner, in the free camping area behind the football oval.<br><br><i>Not recommended due to issues may cause with Campers.</i>   | 10.11    |
| Central<br>Swan Hill                               | Grassed area adjacent to the Swan Hill Show Grounds and behind Leisure Centre.<br><br><i>Not recommended due to close proximity to oval, sporting events, used for car parking</i>      | 0.89     |
| Ken Harrison<br>Recreation<br>Reserve<br>Swan Hill | Rear corner near cricket club.<br><br><i>Not recommended due to athletics being conducted on the area, the discus lines may be able to be realigned and the front section utilised.</i> | 2.18     |
| Mundara Park<br>Swan Hill                          | Large grassed area.<br><br><i>Not recommended due to unfenced children's play equipment and redevelopment options are currently being considered.</i>                                   | 1.52     |

### Benefits

- Lack of adequate exercise and socialisation of any dog can lead to adverse behaviors and temperaments, which can cause a dog to develop problems.
- Leash free exercise can assist in the dog's health.
- Provide an avenue for dogs to socialise, as they provide an opportunity for owners to train their dogs in how to behave in public space with other animals and people.
- Encourage greater compliance with relevant Local Laws and promote responsible pet ownership.
- Encouraging community participation in recreation and leisure and regular physical activity.
- Helping residents to enjoy the social, physical and emotional benefits of pet ownership

### Disadvantages

- The general amenity may be disturbed by dogs barking during the day.
- Dog faeces left behind by irresponsible pet owners.
- Unwanted interaction between people using the area for other activities.
- Perceived safety risks (dog attacks, aggression to other pet owners, and other nuisance behavior)
- Inability for large and small dogs to share an off-leash area safely.
- Owners not adhering to site rules.

### **Option 2 – Designated Off-Leash Dog Park**

A designated off-leash dog park is a securely fenced area designed for dogs to exercise whilst off-leash.

Dog parks should include amenities for dog owners and other people who may visit to ensure it is an appealing social environment and a well-used community hub. These amenities should include natural shade or shade structures, drinking water, seating and well maintained ground cover. Dog parks can attract people from other towns and should include access to toilets, car parking and picnic tables.

### Benefits

- Dogs and their owners can be separate from other people who don't want to interact with dogs.
- They keep dogs out of sensitive environments such as waterways or bush land areas but still allow them access to parkland.
- They provide a meeting place or activity hub for people and families.
- They encourage people to exercise more vigorously with their dogs.
- They provide older people and people with disabilities with an accessible and safe place to exercise their animal companions.
- They provide a venue that encourages socialisation.

- They can provide an environment where advice is exchanged on dog management and where responsible dog ownership is encouraged.

Disadvantages

- Costly to set up
- No variety for dogs or owners
- Potential noise and odour issues
- Parking congestion in residential areas
- Dog off leash when walking to and from off leash areas
- Dogs with signs of infection may spread disease (eg ring worm, parvovirus)

**Consultation**

Council conducted an online survey earlier this year whereby 224 responses were received. Please see attached survey results for further detail.

When asked if Council should provide an off leash area/park in Swan Hill where dogs can be exercised off lead and able to run freely, 81.7% responded yes, 12.1% responded no and 6.3% responded with other. 93% of survey responders owned a dog and 58.9% said they currently exercise their dog off leash.

31.5% of responders said they exercise their dog 2-3 times per week in public spaces and if provided 32.1% would use it 2-3 times per week. 20% of the responders to the question 'currently what space do you exercise your dog' said they do not exercise their dog off leash mainly because there isn't anywhere suitable.

| <b>Top 4 locations identified for a dog park in 2017 Survey</b> |                                    |        |
|---|------------------------------------|--------|
| 1.  | Tower Hill                         | 26.67% |
| 2.  | Riverside Park/Skate Park          | 24.44% |
| 3.  | Back of Racecourse/Old Golf Course | 18.52% |
| 4.  | Ken Harrison                       | 12.59% |

Many of the respondents didn't specify an actual preferred location, however many suggested the park should be close to town, within walking distance and close to public toilets, water and car parking. Out of the people surveyed, 7 didn't approve of a park at all.

Regulatory Services staff determined the following pros and cons for the top four locations for a dog park:

| <b>Location</b> | <b>Pros</b>  | <b>Cons</b>   |
|-----------------|--|---|
| Tower Hill      | Accessible parking spaces.<br><br>There are also a large number of parking spaces available for users. | Council will be required to install fencing to separate the area from general public space.<br><br>The distance of this location from |

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|                             |  |  |
|-----------------------------|--|--|
|                             | <p>Relatively new toilets including all accessibility toilets within close proximity to proposed location.</p> <p>Existing area is currently well grassed<br/>                 There is good general lighting in the area.<br/>                 Drinking water is available for human and animal consumption.</p> <p>Currently a kid's playground close by.</p>  | <p>the CBD must be considered.</p> <p>Directional signage would need to be provided to ensure there are clear directions to the dog park.</p> <p>Consideration would need to be given to the proximity to the kid's playground, in terms of safety and general amenity.</p>  |
| <p>Old Golf Course</p>      | <p>Ideal location for tourists coming into Swan Hill – ability to get to dog park easily.</p> <p>Fairly central location for dog walkers.</p> <p>Adequate amount of toilets.</p> <p>Adequate parking for larger vehicles such as motor homes or caravans travelling through.</p> <p>Drinking water is available for human and animal consumption.</p> <p>Area is currently fenced.</p> <p>Lighting is fairly good.</p> | <p>Council currently do not own the land. Council would need to put proposal through to the Management Committee for approval.</p> <p>It is well known that dogs can make horses shy (agitated and/or afraid/flighty). This will need to be considered in terms of timing use of the dog park with horse training times. Currently horses are trained early in the morning and on occasion early afternoons.</p> <p>The current ground surface is prickly and full of weeds. Council would need to undertake rehabilitation works within the area to ensure the grass coverage is adequate for intended use.</p> <p>Directional signage would need to be provided.</p> |
| <p>Riverside Skate Park</p> | <p>Close to river, scenic views for users – high tourist route which could attract more users.</p> <p>Lighting is good.</p> <p>Well maintained area, good grass coverage.</p> <p>Central location to CBD.</p>  | <p>This location whilst ideal for a dog park area would be contradictory to Council's current open space strategy. This area was developed for open space activities and meeting a number of passive community recreational activities.</p> <p>There is no parking or toilet facilities close to the proposed location which could create issues</p>   |

|              |   |   |
|--------------|---|---|
|              |   | <p>for tourists stopping through.</p> <p>The area does not facilitate all accessibility.</p> <p>Area will require fencing.</p> <p>Directional signage will need to be provided.</p>   |
| Ken Harrison | <p>Accessible parking spaces.</p> <p>Toilets including all accessibility toilets within close proximity to proposed location.</p> <p>Existing area is currently well grassed.</p> <p>There is good general lighting in the area.</p> <p>Drinking water is available for human and animal consumption.</p> | <p>In order to access the proposed dog park area, there is an existing back gate that will need to be left open.</p> <p>Council has had a history of issues when the gate is left open. It is known that people drive through the gate and undertake burn out activities on the circular track. This is a consideration for Council with regards to a potential increase in antisocial activities. Location is out of the CBD, this would require good directional signage for users.</p> |

### **Financial Implications**

#### Option1: Off leash areas

Identifying areas as “off-leash” is a way of determining whether people will utilise the land without having to spend money on a permanent dog park that may not be used.

As a minimum, signage will need to be erected along the boundaries of the park area, with additional dog bag dispensers and bins.

#### Option 2 : Off leash dog park

Costing for permanent site could range between \$70,000 - \$90,000. These costing are based on a site that was set up in the Greater Shepparton City Council. Things to be considered are: fencing, gates, bins, seating, waste disposal, park maintenance, signage, car parking, land lease or purchase.

### **Social Implications**

The community may accept the idea of designated “off-leash” areas as they provide locations where pet owners can let their animals run and exercise, as well as being a social hub for likeminded people and gather.

## **Economic Implications**

Nil

## **Environmental Implications**

- An increased number of animal faeces left in the park areas
- Dog bags that may not be properly disposed of correctly.

## **Risk Management Implications**

Dogs don't always get along with each other; therefore there is always a risk that animals that are in close proximity of each other may attack. Owners still need to be in effective control of their animals at all times and will be held responsible for their dogs actions, regardless if the area is declared off-leash or not.

The same laws apply for both on and off leash areas when dog attacks are involved. Pet owners may be fined or charged by Council's Authorised Officers under Section 29 Domestic Animals Act 1994 for offences relating to dog attacks.

Responsible pet owners know their dog's behaviour and should make appropriate decisions before going to areas where dogs are allowed to exercise off leash.

## **Council Plan Strategy Addressed**

***Community enrichment*** - Provide services and support initiatives that create a Healthy and Safe Community.

## **Options**

1. **Council trial for two years the four off leash areas outlined in this report by the erection of signage and supply of doggie faeces bags.**
2. **Conduct a media campaign to educate dog and non dog owners about the use of these areas.**
3. **Council support a dog park in both Robinvale and Swan Hill and place these projects in the major project pipeline for a future year.**

## **Recommendation**

**That Council trial for two years the four off leash areas outlined in this report by the erection of signage and supply of dog faeces bags and conduct a media campaign to publicise these areas.**





Swan Hill Rural City Council  
Off-Leash Dog Park  
Online Survey Results  
May 2017

## Background

Council's Domestic Animal Management Plan identifies an action to investigate the need for an off leash dog park in Swan Hill. Additionally, with the current review of Local Law No. 2, areas where dogs may be on and off leash need to be defined.

Section 76 of the proposed Local Law No. 2 states;

All dogs and cats must be on a leash at all times in or on:

- a. All streets and roads within residential areas;
- b. All public reserves, unless specifically designated as an off leash area by Council;
- c. All shopping precincts; and
- d. Within 10 metres of all playgrounds and BBQ areas

## Consultation

In order to understand the level of community support and need for a fenced off leash dog park in Swan Hill, Council commenced community consultation by undertaking an online survey between 1 February until 29 March 2017. Details about the survey were advertised on the Council website, Facebook page, Twitter, Mayoral Blog and the Guardian.

224 responses were received by Council.

To ensure the community were informed when considering the need for an off leash dog park, Council listed the expected costs for a trial site and then permanent site at the beginning of the survey. The costs included;

Trial site – A 12-month trial could be in the vicinity of \$20,000-30,000 for security fencing. If additional site works were required, then this would increase.

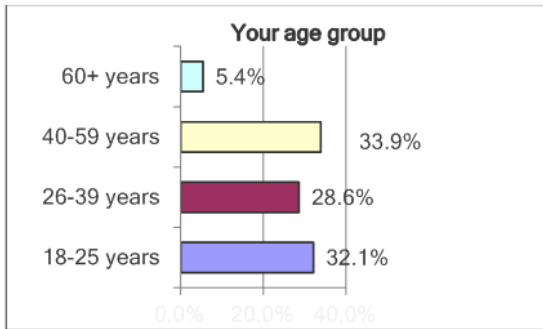
Permanent site – Again it will be site dependant but a budget of \$70,000-\$90,000 is expected to be sufficient.

The survey included a total of 15 questions.

## Survey Questions

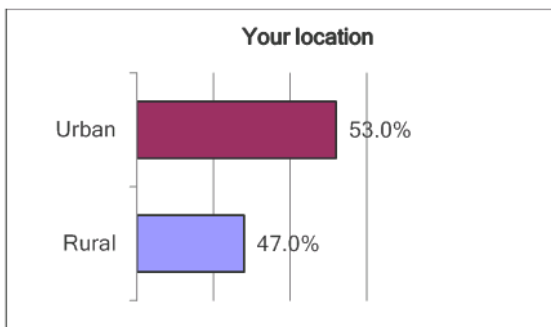
### Question 1 – The respondent’s age group

From the 224 responses to the survey, apart from the 60+ age group (5.4%) there is quite an even spread of age groups. The majority (33.9%) are from the 40-59 year old group, followed closely by 18-25 year olds (32.1%) and 26-39 year olds (28.6%). The amount of people from the 60+ age group may be due to a lack of experience or knowledge about computer technology.



### Question 2 –The respondent’s location

The first part was answered by 217 of 224 respondents and asked whether they lived in a rural or urban area. 102 or 47% answered rural and 115 or 53% answered urban.



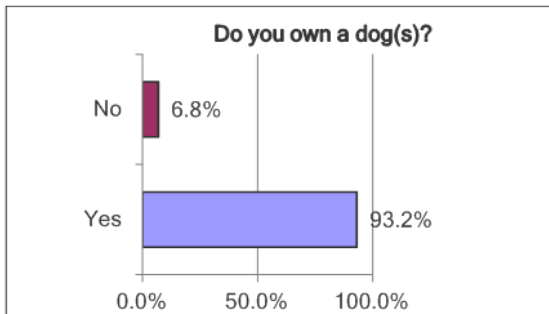
Part 2 asked the respondent to specify a town. From the 196 responses to this question the majority (162 or 83%) are from Swan Hill, 27 are from other towns within the Swan Hill municipality, 4 are from neighbouring Councils (Gannawarra and Wakool) and the remaining 3 are from other areas of Victoria or interstate.

| Location                | Total | %      |
|-------------------------|-------|--------|
| Swan Hill               | 162   | 82.65% |
| Woorinen/Woorinen South | 4     | 2.04%  |
| Lake Boga               | 10    | 5.10%  |
| Nyah/Nyah West          | 7     | 3.57%  |
| Murraydale              | 1     | 0.51%  |
| Wood Wood               | 1     | 0.51%  |
| Beverford               | 3     | 1.53%  |
| Vinifera                | 1     | 0.51%  |
| Melbourne               | 1     | 0.51%  |

| Location                                     | Total      | %              |
|--|------------|----------------|
| Ocean Grove                                  | 1          | 0.51%          |
| Interstate                                   | 1          | 0.51%          |
| Neighbouring Councils<br>(Gannawarra/Wakool) | 4          | 2.04%          |
|  | <b>196</b> | <b>100.00%</b> |

### Question 3 – Do you own a dog?

222 of the 224 respondents answered this question, with 207 or 93% saying they do own a dog and 15 or 7% don't own a dog.

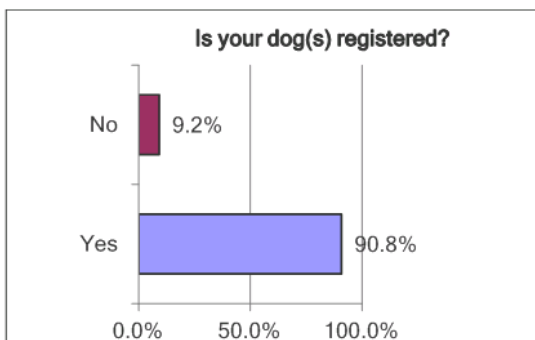


Part 2 asked the respondent to specify how many dogs they own. 189 answered this question with 93 or 49% owning one dog, 79 or 42% owning two dogs, 13 or 7% owning three dogs and the remaining 3% saying they own four or more dogs.

| No. of dogs | Total      | %           |
|-------------|------------|-------------|
| 1           | 93         | 49%         |
| 2           | 79         | 42%         |
| 3           | 13         | 7%          |
| 4           | 1          | 1%          |
| 5           | 2          | 1%          |
| 7           | 1          | 1%          |
|             | <b>189</b> | <b>100%</b> |

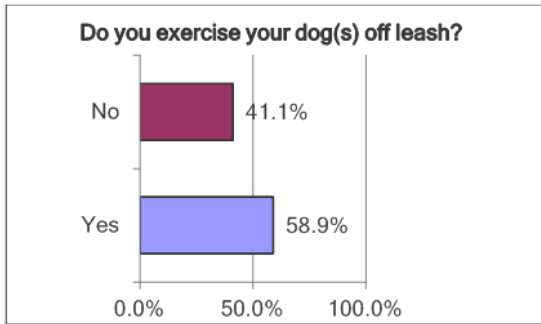
### Question 4 – Is your dog(s) registered?

217 of the 224 respondents answered this question, with 197 or 91% saying their dog(s) is registered and 7 or 9% who said their dog(s) that aren't registered.



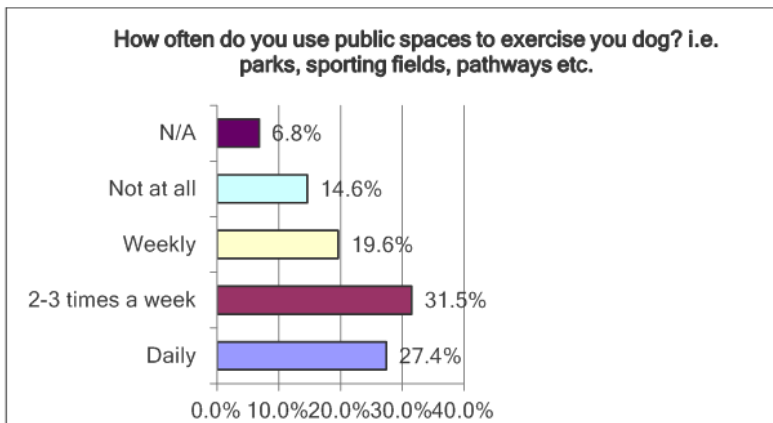
### Question 5 – Do you exercise your dog(s) off leash?

214 of the 224 respondents answered this question, with 126 or 59% saying they do exercise their dog(s) off leash and 88 or 41% saying they don't.



### Question 6 – How often do you use public spaces to exercise you dog? i.e. parks, sporting fields, pathways etc.

219 of the 224 respondents answered this question with 69 or 31% said they exercise their dog(s) 2-3 times a week, 60 or 27% daily, 43 or 20% weekly and 32 or 15% not at all.



### Question 7 – What current public spaces do you use to exercise your dog(s) off leash?

180 of the 224 respondents answered this question with most specifying more than one location. The majority of respondents (49 or 20%) said they didn't exercise their dog(s) off leash mainly because there isn't anywhere safe or suitable to go.

Others specified various locations throughout the municipality where they walk their dogs off leash. Refer to table over page:

| Response   | Total      | %              |
|--|------------|----------------|
| Nowhere (not safe, not suitable, isn't anywhere to go, dogs kept on lead at all times) | 49         | 20.50%         |
| Ken Harrison Reserve   | 25         | 10.46%         |
| Other areas along the river (not specified)  | 21         | 8.79%          |
| Other parks/ovals/areas (not specified)  | 20         | 8.37%          |
| Private property   | 17         | 7.11%          |
| Showground/Footy Ovals   | 16         | 6.69%          |
| Tower Hill   | 14         | 5.86%          |
| Racecourse   | 14         | 5.86%          |
| Lake Boga (around lake)  | 13         | 5.44%          |
| Riverside to Wetlands walking track  | 12         | 5.02%          |
| Other Roads/Streets/Footpaths/Road Reserves  | 14         | 5.86%          |
| Riverside Park   | 11         | 4.60%          |
| Lake Boga Oval   | 4          | 1.67%          |
| Nyah State Forest  | 4          | 1.67%          |
| George Lay Park  | 2          | 0.84%          |
| Murray Downs walking track   | 1          | 0.42%          |
| Nyah Rec Reserve   | 1          | 0.42%          |
| Woorinen South   | 1          | 0.42%          |
|  | <b>239</b> | <b>100.00%</b> |

Other passionate answers included;

*"I would never let my dog off her leash in public. And I actually really freak out when I see a dog off its leash viciously running towards my dog. I don't think this is a good idea at all. Everyone's dog is different, they have different behaviours towards their owners and other dogs and their owners."*

*"I don't have a dog. I am a runner and I am sick to death of going out any time day or evening for a run. I am sick to death of being run at by large uncontrollable dogs off the leash. It seems in this town it's a god given right to have dogs off leashes out of control defecating on footpaths and owners walk on. Come out to Tower Hill the place is rife with dogs and poo!"*

*"I don't. It is irresponsible to have the dog of a leash in a public space. Public are at risk if your dog is not controlled and I wouldn't take that risk. Even with an off leash park there will always be dogs that have poor behaviour that I wouldn't trust with my own dog."*

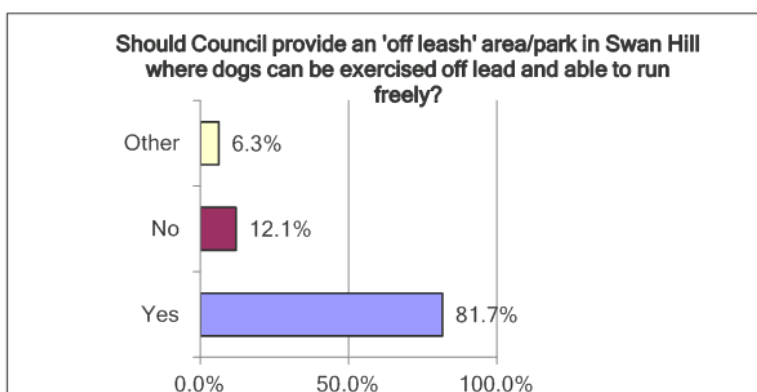
### Question 8 – What current public spaces do you use to exercise your dog(s) on leash?

184 of the 224 respondents answered this question with most specifying more than one location. The majority (38%) said they exercise their dog(s) on a leash around the CBD and along streets, roads and footpaths.

| Response                         | Total      | %              |
|----------------------------------|------------|----------------|
| Around town/streets/footpaths    | 99         | 38.22%         |
| Riverside Park                   | 30         | 11.58%         |
| Tower Hill                       | 28         | 10.81%         |
| Riverside walking tracks         | 25         | 9.65%          |
| Parks & Reserves (not specified) | 22         | 8.49%          |
| Lake Boga                        | 16         | 6.18%          |
| Nowhere                          | 12         | 4.63%          |
| Ken Harrison                     | 9          | 3.47%          |
| Everywhere                       | 7          | 2.70%          |
| George Lay Park                  | 3          | 1.16%          |
| Football Ovals                   | 3          | 1.16%          |
| Racecourse                       | 3          | 1.16%          |
| Murray Downs walking track       | 1          | 0.39%          |
| Nyah Rec Reserve                 | 1          | 0.39%          |
|                                  | <b>259</b> | <b>100.00%</b> |

### Question 9 - Should Council provide an 'off leash' area/park in Swan Hill where dogs can be exercised off lead and able to run freely?

All 224 respondents answered this question with the majority (183 or 83%) saying that Council should provide an off leash area.



There was an option for respondents choose 'other' and add additional comments.

*"Not sure - dog attacks can happen even when a dog is on a lead. Not everyone trains their dogs or has physical control of their dog."*

*"dogs can run play off leash in owners backyard."*

*"I like the sound of it in principle but I have concerns about dogs fighting."*

*"They shouldn't be enforcing an 'on-leash' bi-law as it's a cop out. Statistically I haven't seen the evidence of dog attacks by dogs 'at call' accompanied by their owners. Are there any?"*

*"Dogs should be able to be off leash as long as they are under control of responsible owners. We are ratepayers for 42 years and our dogs have always walked around the river with us. We always put them on leash when other dogs we don't know, approach. We believe this has been a right we have had for all these years and we do not wish it to be taken away. Irresponsible dog owners should be clamped down on, but not people whose dogs are under control on the long leash of obedience."*

*"I'm opposed to a designated off leash park as I believe this will disadvantage responsible pet owners who exercise their non-aggressive dogs off leash in appropriate areas, maintain reasonable control, clean up after them and allow them to socialise. I believe this is the key to responsible pet ownership and punishing those that do the 'right thing' will not alleviate the problems associated with excrement and aggressive dogs. The money assigned to an off leash park should be directed towards better policing of registration and animal control."*

*"Not at \$70k of ratepayers money."*

*"So others can be safe exercising and not have to put up with dogs not on leads running everywhere."*

*"Sooner than later. I reported this issue 5 years ago and still it's in discussion. Time for action."*

*"My dog has been attacked by two dogs recently I think this is something that should be addressed first."*

*"Plenty of space all ready."*

*"Would be good if all dogs mixed together without any ugly incidents. But how can this be guaranteed? And who would be responsible and/or capable of dealing with an altercation between dogs. Not all dogs get along!!! So if an off leash park was established what would be in place to avoid this."*



## Question 10 - If Council did provide an off leash dog park, where do you think it should be located?

The top four locations were Tower Hill with 36 votes, Riverside Park/Skate Park/Wetlands with 33 votes, back of the racecourse (Campbell Street side near the old golf course) with 25 votes and Ken Harrison Reserve with 17 votes.

| Location                                      | Number     | %              |
|---|------------|----------------|
| Tower Hill                                    | 36         | 26.67%         |
| Near Riverside Park/Skate Park/Wetlands/River | 33         | 24.44%         |
| Back of racecourse/old gold course            | 25         | 18.52%         |
| Ken Harrison                                  | 17         | 12.59%         |
| Mundara Park                                  | 11         | 8.15%          |
| George Lay Park                               | 4          | 2.96%          |
| Near tip                                      | 2          | 1.48%          |
| Showgrounds/Football Ovals                    | 2          | 1.48%          |
| Lake Boga                                     | 1          | 0.74%          |
| Woorinen                                      | 1          | 0.74%          |
| Nyah/Nyah West                                | 1          | 0.74%          |
| Pony Club                                     | 1          | 0.74%          |
| Old Tech School Oval                          | 1          | 0.74%          |
|   | <b>135</b> | <b>100.00%</b> |

16 respondents said they were unsure of a location and 7 said they didn't approve of a park at all. A few respondents said there should be allocated pathways/zones instead of just one park. Although many respondents didn't specify an actual location, many suggested the park should be close to town/within walking distance and close to near public toilets, water and car parking. Refer to question 12 for more detail on the desired facilities.

Some other responses included;

*"I think there should be allocated pathways and zones that permit off leash. This might include along the river, around the showground's and popular walking paths. Trained dogs that attack while 'at call' won't be found in these highly used, public spaces. What about R/Vale, Nyah, Manangatang, Ultima and Lake Boga? Are we developing off leash dog parks for them too or do they need to drive to Swan Hill? Can we get real please...."*

*"No need to waste money on one. "*

*"Mundara park. Already fenced on 3 sides. So 20.000 to 30.000 thousand dollars sounds excessive for a 150 meter fence"*

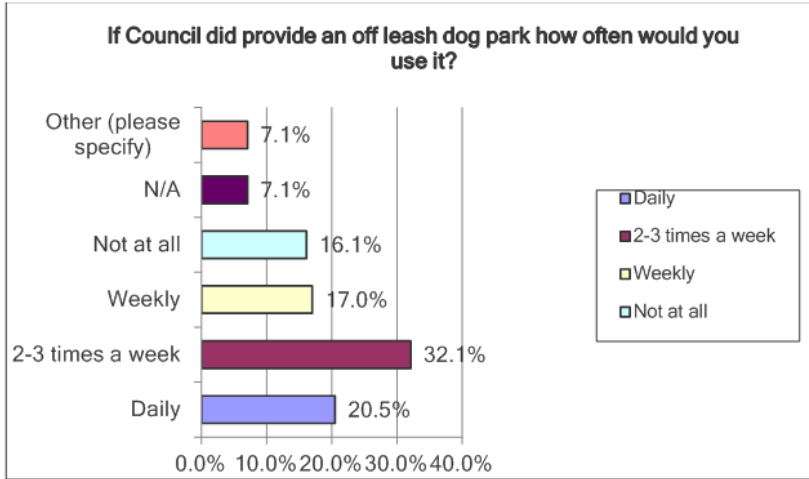
*"Not at Tower Hill. This park is treated that way at present and it is a disgrace. Children are unable to safely ride their bikes or walk with family without selfish dog owners letting animals run and jump at them. Who monitors this rule, never seen anyone enforce the dogs ON a leash in my 30 years in Swan Hill. Be fair dog owners not everyone loves dogs, not everyone, wants your dog at their childrens face level, come on be,fair."*

Regulatory Services staff determined the following pros and cons for the top four locations:

| Location             | Pros   | Cons   |
|----------------------|--|--|
| Tower Hill           | <p>Accessible parking spaces. There are also a large number of parking spaces available for users</p> <p>Relatively new toilets including all accessibility toilets within close proximity to proposed location</p> <p>Existing area is currently well grassed</p> <p>There is good general lighting in the area</p> <p>Drinking water is available for human and animal consumption</p> <p>Currently a kids playground close by</p> | <p>Council will be required to install fencing to separate the area from general public space</p> <p>The distance of this location from the CBD must be considered.</p> <p>Directional signage would need to be provided to ensure there is clear directions to the dog park</p> <p>Consideration would need to be given to the proximity to the kids playground, in terms of safety and general amenity</p>   |
| Old Golf Course      | <p>Ideal location for tourists coming into Swan Hill – ability to get to dog park easily</p> <p>Fairly central location for dog walkers</p> <p>Adequate amount of toilets</p> <p>Adequate parking for larger vehicles such as motor homes or caravans travelling through</p> <p>Drinking water is available for human and animal consumption</p> <p>Area is currently fenced</p> <p>Lighting is fairly good</p>                      | <p>Council currently do not own the land. Council would need to put proposal through to the Management Committee for approval</p> <p>It is well known that dogs can make horses shy (agitated and/or afraid/flighty). This will need to be considered in terms of timing use of the dog park with horse training times. Currently horses are trained early in the morning and on occasion early afternoons</p> <p>The current ground surface is prickly and full of weeds. Council would need to undertake rehabilitation works within the area to ensure the grass coverage is adequate for intended use</p> <p>Directional signage would need to be provided</p> |
| Riverside Skate Park | <p>Close to river, scenic views for users – high tourist route which could attract more users</p> <p>Lighting is good</p> <p>Well maintained area, good grass coverage</p> <p>Central location to CBD</p>  | <p>This location whilst ideal for a dog park area would be contradictory to Council's current open space strategy. This area was developed for open space activities and meeting a number of passive community recreational activities</p> <p>There is no parking or toilet facilities close to the proposed location which could create issues for tourists stopping through</p> <p>The area does not facilitate all accessibility<br/>Area will require fencing</p> <p>Directional signage will need to be provided</p>  |
| Ken Harrison         | <p>Accessible parking spaces</p> <p>Toilets including all accessibility toilets within close proximity to proposed location</p> <p>Existing area is currently well grassed</p> <p>There is good general lighting in the area</p> <p>Drinking water is available for human and animal consumption</p>   | <p>In order to access the proposed dog park area, there is an existing back gate that will need to be left open. Council has had a history of issues when the gate is left open. It is known that people drive through the gate and undertake burn out activities on the circular track. This is a consideration for Council with regards to a potential increase in antisocial activities</p> <p>Location is out of the CBD, this would require good directional signage for users</p>  |

### Question 11 - If Council did provide an off leash dog park how often would you use it?

All 224 respondents answered this question with the majority (72 or 32%) saying they would use an off leash dog park 2-3 times a week.



There was an option to choose 'other' and add additional comments. Some people said they would only use the park during quiet times or if it was in a location close to their homes. Others said it would depend on the rules of using the park and only if it was monitored to make sure people adhered to the rules.

### Question 12 - If Council did provide an off leash dog park, what facilities do you think it should have?

All 224 respondents answered this question. The main desires are dog excrement bag dispensers (91%), access to water (90%) and a fully fenced site (88%).

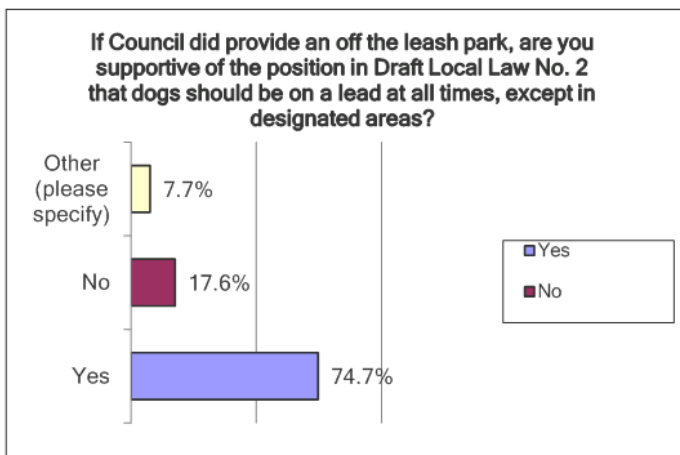
| Answer Options                   | Response Percent | Response Count |
|----------------------------------|------------------|----------------|
| Fully fenced site                | 87.9%            | 197            |
| Separate small dog area          | 48.2%            | 108            |
| Seating and tables               | 67.4%            | 151            |
| Water - people and dogs          | 89.7%            | 201            |
| Dog excrement bag dispensers     | 91.6%            | 203            |
| Dog activity areas               | 29.9%            | 67             |
| Fully grassed                    | 44.2%            | 99             |
| Mixture of grass and other areas | 50.9%            | 114            |
| Other (please specify)           | 19.2%            | 43             |

Some other suggestions included; swimming area/ponds, close proximity to public toilets, trees/sheltered areas, bins, BBQ area, security cameras, lighting, conditions of entry, tunnels/obstacles, double gate entry and supervisors on duty.

Some respondents said they would like to see parks in other towns and others said there shouldn't be a park at all and it would be a waste of money.

### Question 13 - If Council did provide an off the leash park, are you supportive of the position in Draft Local Law No. 2 that dogs should be on a lead at all times, except in designated areas?

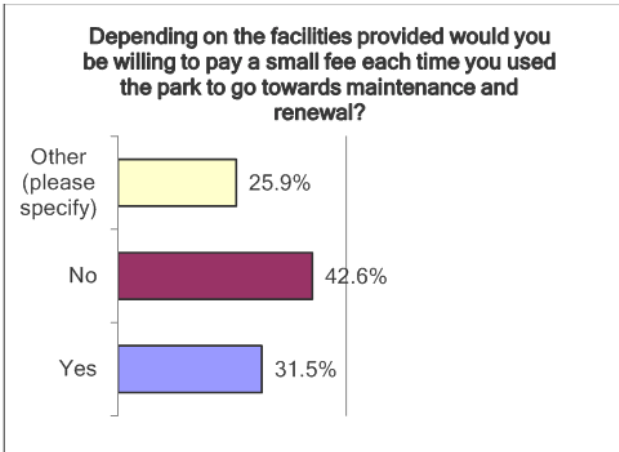
221 of the 224 respondents answered this question. The majority (165 or 75%) said they agree that dogs should be on a lead at all times except in designated areas.



17 respondents chose 'other' to add further comments. Most said that having an off leash park and making all other areas on lead is not fair on responsible pet owners. Others suggested that only having one park is not going to suit everyone.

**Question 14 - Depending on the facilities provided would you be willing to pay a small fee each time you used the park to go towards maintenance and renewal?**

216 of the 114 respondents answered this question. 31.5% answered yes and 42.6% said no to paying a fee to use the park.



The remaining 25% selected 'other' to add additional comments.

5 said maybe, 17 said they would be willing to pay a small fee such as a gold coin donation and 3 said they would pay via monthly or annual membership.

18 said that the fee should come out of the 'already high' rates and/or animal registration fees.

The remainder said they were strongly against having to pay a fee and that other parks and playgrounds are free and so should the dog park.

**Question 15 - In addition to a 'formal off-leash dog park' do you think Council should designate any other areas as suitable for dogs to be off-leash e.g. particular parks or recreation reserves?**

155 of the 224 respondents answered this question. The majority (96) said that Council should designate other areas to be off-leash. There was an option to add additional comments. From the 96 that answered yes, 11 said that the other areas should be fenced and 6 said they shouldn't be fenced.

| Response | Total |
|----------|-------|
| Yes      | 96    |
| No       | 50    |
| Unsure   | 4     |
| Maybe    | 5     |

Others suggestions included;

- there should be more than one park
- all parks and ovals should be off-leash
- there should be designated times for dogs to be off-leash in other areas
- dogs should only be on-leash near playgrounds and the CBD
- Parks and reserves are for families to enjoy, not dogs

## Additional information

### Information from City of Greater Shepparton Council minutes

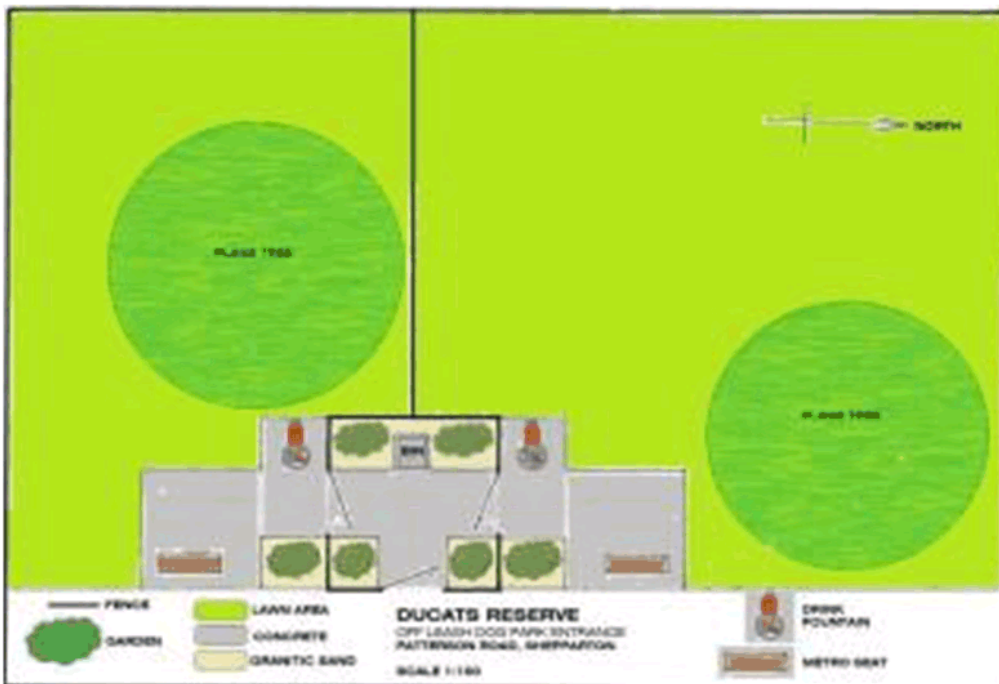
The City of Greater Shepparton conducted a 12 month (initially 6 month) trial of a temporary Off Leash Dog Park in 2014. Their Council endorsed the building of a permanent park in 2015.

- According to their Council minutes (December 2013), they liaised with other Councils to determine the following:
    - Fenced parks are easier to patrol and provide greater safety for users and animals
    - Provision of parks easier to monitor if use is 24/7 as owners on occasions don't obey times of restricted off leash use
    - Recreation spaces and open spaces are used but strong commitment required by dog owner to maintain effective control of animals and clean up droppings after use
    - Noticeable reduction in barking complaints in the case of one Council as dogs get the exercise needed
    - Uncontrolled walking of dogs can be more tightly policed and directed to off leash park
    - Social connection between animal owners can be a positive outcome
    - Close environment of fenced area can lead to animal confrontation more readily because of confinement and some dog attacks have occurred but Council can control animals by order if necessary
    - In most instances of declared off leash areas Councils have developed a code of conduct for the use of the off leash area (example of Shepparton's is attached)
  - Temporary fencing was utilised for the temporary/trial park
  - 93 per cent of respondents to an online survey considered the temporary trial park was successful.
  - \$62,000 was allocated to establish the permanent park
    - Fences \$23,000
    - Signage \$3,000
    - Bins \$2,000
    - Car parking \$14,000\*
    - Obstacles \$11,000
    - Seating \$3,000
    - Drinking fountains \$6,000
- \*Some funding that was originally allocated to car parking was used for a disabled parking bay and wheelchair accessible pathways. Determined existing off street parking was adequate.
- Plants and trees are non toxic for animals



## Greater Shepparton Off Leash Dog Park Rules

- Keep your dog under effective control.
- Ensure your dog is wearing its current registration tag.
- Supervise children carefully around dogs.
- Children under 16 must be supervised by an adult.
- One adult should supervise no more than two dogs.
- Remove your dog if it becomes aggressive.
- Owners must clean up after their dogs.
- No smoking





## Article from the Ballarat Courier 19 February 2015

### **New dog off-leash areas for Ballarat announced**

NEW off-leash exercise areas for city dogs have been met with mixed reaction following the announcement by Ballarat City Council of nine public sites being approved.

The off-leash areas include reserves in Canadian, Wendouree, Black Hill, Alfredton, Soldiers Hill and Sebastopol, and parks in Buninyong, Wendouree and Newington.

Most of the sites were initially put forward last April when the council reviewed its off-leash dog areas. However, the Canadian Lakes Reserve has been added and the north corner of the Black Hill lookout reserve removed.

Ballarat Dog Obedience Club president Norm Baker said its members were evenly split over the decision after an internal survey was carried out. "There are those who support it and those who don't," Mr Baker said. "There are those who are very enthusiastic with their dogs and feel it denies them the opportunity to run with their dogs freely, while the other half think it would assist in reducing the amount of dog attacks."

Mr Baker also said dogs without leads outside the off-leash areas would be hard to police. "Responsible dog owners will still keep their dogs under suitable control, while there are those who will disregard their obligations anyway."

He said public education was key to keeping dogs under control, with a "positive" rise in the club's responsible dog owner program numbers.

"They learn the techniques of being able to control their dogs."

City infrastructure general manager Eric Braslis said the off-leash areas would be promoted in the myBallarat magazine, online and social media, and distributed with animal registration renewal notices. Signs will also be placed at all the locations.

"The City of Ballarat officers will proactively monitor the new off-leash areas and chat with local residents about their parks and best areas to exercise their animals," Mr Braslis said. "The city appreciates there is a transition period to the new locations and encourages the community to visit the new locations for off-leash dog exercise."

In a designated off-leash area, a dog may be exercised without a lead if its owner has effective control over it. This includes carrying a chain, cord or leash, remaining in voice or hand control, staying within constant sight of the dog at all times, and not allowing it to worry or threaten another person or animal.

The dog must also be brought under control with a lead, even in the designated zones, if it is within 50 metres of a sporting ground or arena, children's playground, an organised public meeting or event's principal location, a barbecue or picnic area, or within 10 metres of a shared path or walking track.

## Article from Mildura Independent 26 February 2017

### City Councilor renews call for off-leash dog park as Swan Hill asks community for their input

A Mildura Rural City Councillor Max Thorburn wants to follow the lead being set by Swan Hill Rural City Council which is investigating the need and community support for an off leash dog park

He has been advocating at Council level for an off leash dog park in Mildura for the past three years but without much support from his peers or Council administration.

Cr Thorburn, who walks the family dog five times a week, believes that the facility could easily be incorporated into a section of the riverfront near Lock 11.

"There is an extensive open area near the Lock Island car park with toilet facilities nearby and adjacent to the existing walking area."

"All it needs is a normal height mesh fence because most of people who have approached me about an off-leash park have middle size and small dogs."

"Once we have a designated off-leash dog park at a designated public area it will mean we can stop dogs being allowed to run and walk on our football and sporting reserves," Cr Thorburn said.

"No sports people want to be running around on ovals where dog owners have not done the right thing and failed to remove animal droppings."

"I've has regular complaints from cricket and football circles calling for signage to say no dogs allowed on this oval – it's time we give the dog owners their own area.

Over at Swan Hill a survey is now available online, is asking community members for their input on how often they would use an off-leash dog park, what facilities they would like to see included and where the park should be located.

Council's Chief Executive Officer John McLinden said the project formed part of Council's Domestic Animal Management Plan, and was being run in conjunction with the Community Local Law No 2 review.

"This topic has been discussed in Swan Hill for a number of years – the community has been asking for a dedicated area where their dogs can exercise and run off leash."

"We are now in a position to move into some formal investigation and I encourage people to give us their views," Mr McLinden said.

"This survey ties in with the recent review of Council's Community Local Law No. 2, which identifies that dogs must be on leash at all times in residential areas, except for in designated areas."

In addition to the online survey Council will also host a community information session on Wednesday March 15.

The Swan Hill Survey closes on Wednesday March 29.

**Draft Dog Park/Off Leash Rules**

- Owners must be within voice and hand control of their dogs at all times
- Carry a bag or device to remove and dispose of any droppings left by your dog
- Keep your dog on a leash if it doesn't respond to your commands
- Stop your dog from being a nuisance towards other people and animals
- Remove your dog from the park if it becomes aggressive
- Dogs must be registered with Council and displaying registration tags
- Owners or persons in control must carry a leash at all times
- Children must be supervised
- No dogs are to be teased or chased
- Owners or persons in control must have no more than 2 dogs at any one time
- Only vaccinated and socialised dogs allowed
- Any dog displaying signs of illness, must be removed immediately

**Draft Signage for leashed Areas**

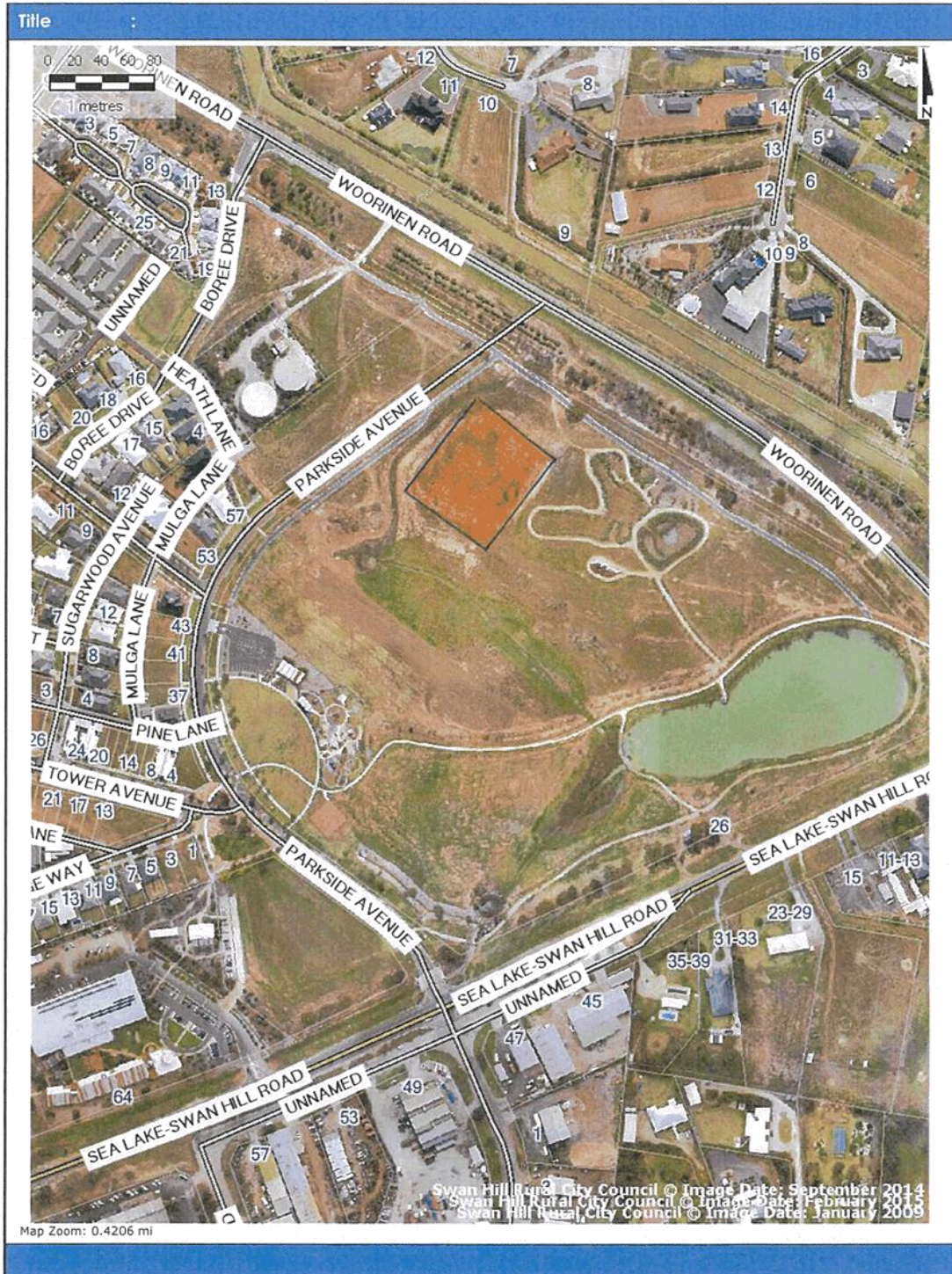




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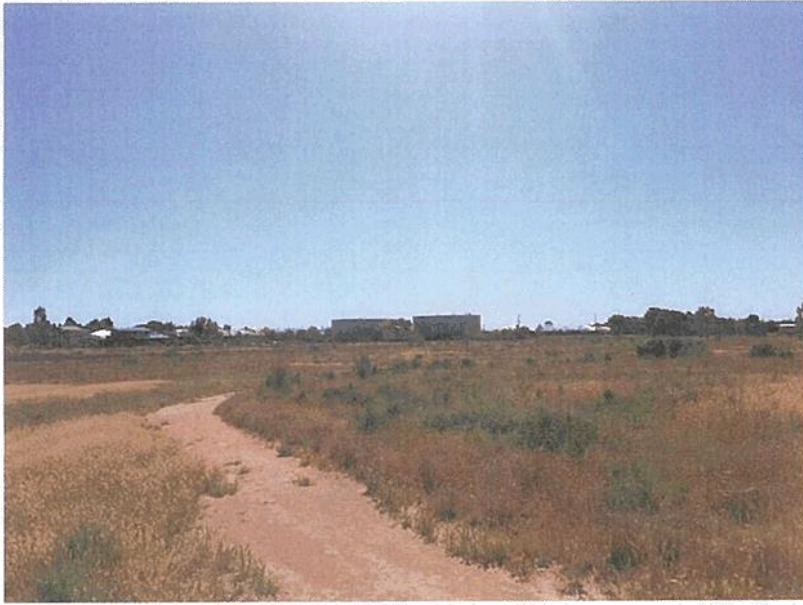


### SWAN HILL RURAL CITY COUNCIL PROPERTY MAP



TOWER HILL - SWAN HILL  
7,000 sqm





Tower Hill New Option

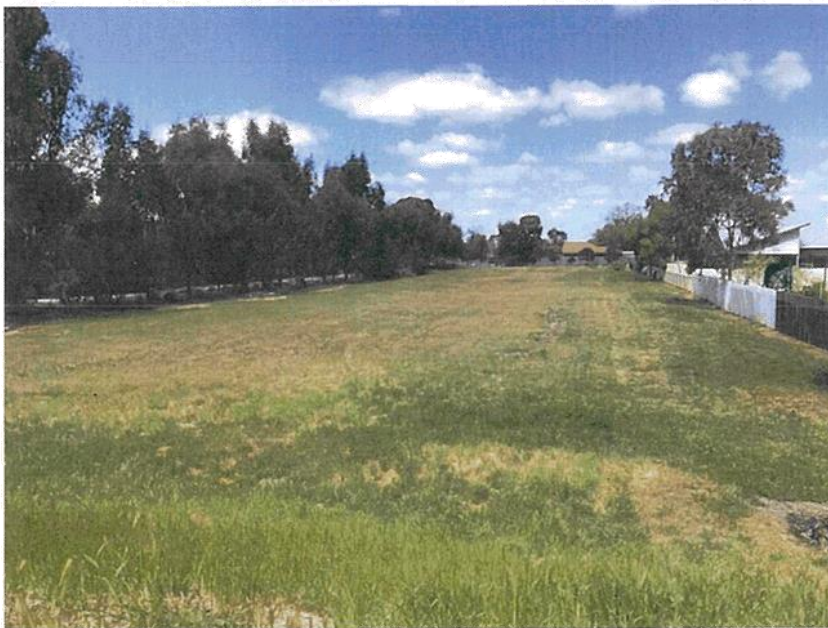
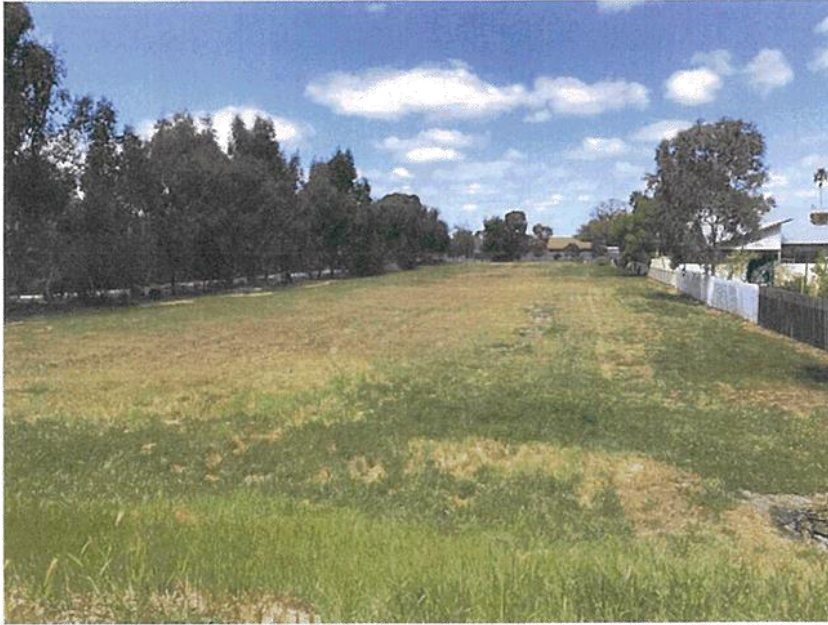
Created by SWANHILL\drovere on Tuesday, 26 September 2017

SWAN HILL RURAL CITY COUNCIL  
PROPERTY MAP



PALAROD PARK (2,794 sqm)  
SWAN HILL





**Palaroo Park**



Created by SWANHILL\drovere on Wednesday, 12 July 2017

SWAN HILL RURAL CITY COUNCIL  
PROPERTY MAP



LAKE BOGA SPORTING COMPLEX  
OLD JUNIOR SOCCER OVAL (16,187.4 m<sup>2</sup>)  
LAKE BOGA.

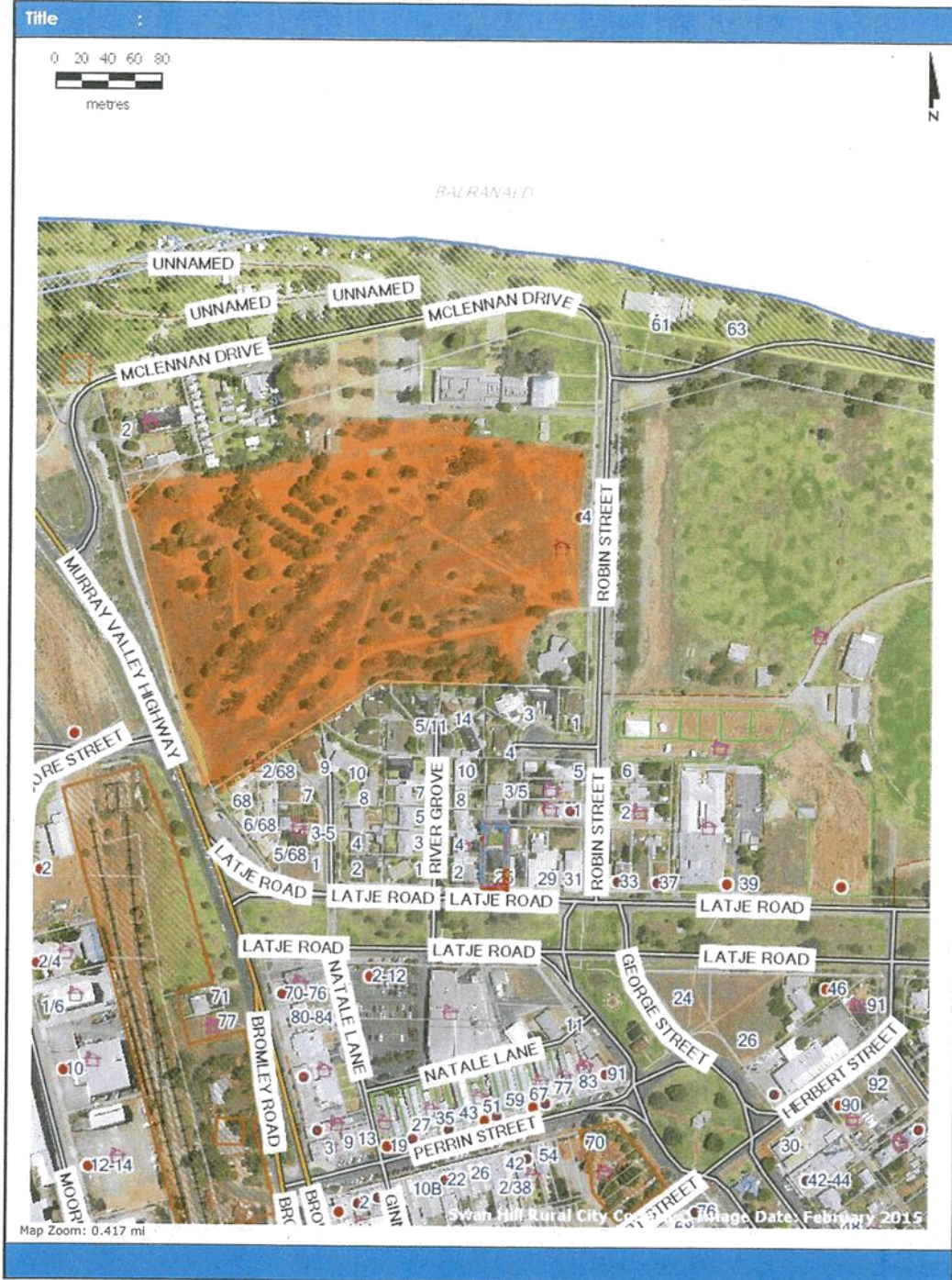




Lake Boga (Old Junior Soccer Oval)

Created by SWANHILL\drovere on Thursday, 14 September 2017

SWAN HILL RURAL CITY COUNCIL  
PROPERTY MAP



CENTENARY PARK RESERVE (56,656 m<sup>2</sup>)  
ROBINVALE



### **B.17.119 ECONOMIC DEVELOPMENT STRATEGY 2017 - 2022**

|                             |  |
|-----------------------------|--|
| <b>Responsible Officer:</b> | Director Development and Planning                                  |
| <b>File Number:</b>         | S12-24-07  |
| <b>Attachments:</b>         | 1 Economic Development Strategy 2017-2022<br>2 Implementation Plan |

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

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

#### **Summary**

The Swan Hill Region Economic Development Strategy 2017-2022 (Strategy) was released for public comment following the Ordinary Meeting of Council in August 2017. In finalising the Strategy feedback and submissions received have been considered.

The Swan Hill Region Economic Development Strategy 2017-2022 is presented to Council for adoption.

#### **Discussion**

Council's Economic Development Unit has been working towards developing a new Economic Development Strategy for the municipality, which spans over a five year period.

Key aspects of the strategy include:

- A shared vision for economic development of the Swan Hill region
- Economic snapshot of the region
- Agreed economic development priorities areas
- The identification of economic development strategies, initiatives and projects
- Monitoring mechanisms / key performance indicators (KPIs)
- Prioritising where Council's resources can best be directed for the purpose of facilitating and promoting economic development

The Strategy highlights three key themes, *Expand our Strengths, Develop New Opportunities and Take up the Challenge*, with a number of identified strategic initiatives that will assist economic growth and prosperity, support local employment opportunities and further position the region as a vibrant place to visit, invest, work and live.

The Strategy is complemented by an Implementation Plan (Plan).

The Plan provides the necessary direction and framework to support key themes and strategic initiatives identified in the Strategy. It indicates timelines key stakeholders and what role Council will fulfil to facilitate its implementation. To ensure the

document remains relevant and current over the five year period, the Plan will be reviewed and updated by Council on an annual basis.

The draft copy of the Swan Hill Region Economic Development Strategy 2017-2022 was received by Council in August 2017 and was advertised for public comment on Friday, 18 August 2017. This public consultation process concluded on Friday, 22 September 2017.

As a result of the public consultation three issues were raised.

- Improve the southern entrance landscape and functionality into Swan Hill including possible new service road, infrastructure to improve traffic flows, landscaping, land development within the Swan Hill Jockey Club precinct.
- Develop a master plan to cater for the future decommissioning of the number 9 channel in Swan Hill, that would encompass active trails and open green space.
- Investigate the need for more commercial and industrial land in Swan Hill

To address these issues Council has referred the southern entrance and encompassing the active trail and green spaces as part of the decommissioning of the Number 9 channel to Council's Ten Year Major Project Plan, as these projects are outside the Strategy's capacity to deliver. The Municipal Strategic Strategy and Planning Scheme review has already highlighted the importance of identifying more commercial and industrial land in Swan Hill.

One formal submission was provided from the Victoria Department of Transport that highlights a number of potential funding opportunities that could be included in the Implementation Plan such as Local Roads to Market and Bridge Renewal Program. These have been included. The Economic Development Unit is currently investigating which roads in the municipality will meet the roads to market criteria and a application for funding will be submitted.

## **Consultation**

A key focus and aim throughout the development of this Strategy was to engage and consult with the public and local businesses throughout the entire process, to ensure ownership and acceptance within the community. This was achieved through the establishment of an independent Economic Development Strategy steering committee, comprising business and community members. This group provided the directions and themes for the strategy and identified initiatives within the Plan.

To encourage the wider community to have further input into the draft strategy report, we employed a range of engagement tools, including call for submissions via local print and social media outlets, one on one sessions, open day and targeted industry session forums.

The Strategy was also promoted on Council's website and 'have your say' sections. Hard copies were distributed to the Swan Hill Region Information Centre and Robinvale Resource Centre.

Swan Hill Region draft Economic Development Strategy 2017-2022 was released for public comment on Friday, 18 August 2017 and concluded on Friday, 22 September 2017.

### **Financial Implications**

The development of the Strategy has been conducted in-house within Council's Economic Development Unit. Inkind support and assistance has been provided by the Economic Development Advisory Committee.

Council's future financial commitment towards the Strategy's Implementation Plan is outlined in its Ten Year Major Projects Plan, under Economic Development Initiatives.

### **Social Implications**

Delivering key initiatives within the Strategy will empower community pride and social inclusion.

### **Economic Implications**

The Strategy's implementation will drive real long term economic benefits for the region including supporting business growth and development, attracting new investment opportunities and maintaining the region's population base.

### **Environmental Implications**

Nil

### **Risk Management Implications**

Having a diverse Regional Economy will help protect the Municipality from Economic shocks that may affect a single sector.

### **Council Plan Strategy Addressed**

***Economic growth*** - Encourage and attract new business to our region.

**Options**

Nil

**Recommendation**

**That Council adopt the Swan Hill Region Economic Development Strategy 2017-2022 (including Implementation Plan).**



# Swan Hill Region Economic Development Strategy 2017-2022



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## A message from the Mayor

The Swan Hill municipality has experienced unprecedented levels of investment over the past decade, with renewed confidence in the horticultural and agricultural sector driving this positive trend.

With population growth, low unemployment and record levels of investment, the region is cementing its position as a preferred regional location to live, work and invest.

This Swan Hill Region Economic Development Strategy 2017-2022 sets out how, as a Council, we aim to continue this prosperous outlook.

This strategy aims to facilitate future development and investment, to ultimately stimulate business and population growth in our municipality over the next five years and beyond.

The strategy has three key areas - 'Expand on strengths', 'Develop new opportunities' and 'Take up the challenge'.

There are a number of significant projects and developments earmarked to enable these objectives and visions to be realised. These include but are not limited to, solar farm and clean energy developments, expansion of horticultural and agricultural practices, the roll out of the NBN and natural gas networks, increased value-adding practices and commercial developments along the Swan Hill riverfront.

The strategy places emphasis on accelerating the availability of large land parcels suitable for residential redevelopment.

The strategy also focuses on improving livability and transport logistics, especially within our rural and remote townships.

We look forward to partnering with business, industry, key stakeholders and the community to implement this strategy, to ensure our municipality remains a prosperous and vibrant place to invest, live, work and visit.

A handwritten signature in white ink, appearing to read 'Les McPhee'.

Les McPhee, Mayor  
Swan Hill Rural City Council



# 1 Setting the scene

Swan Hill Region Economic Development Strategy 2017-2022 provides strategic direction for economic growth in the Swan Hill municipality over a five-year period and beyond. It aims to build on the region's strengths, capture new opportunities and address challenges to make the region a highly desirable place to invest, live, work and visit.

To ensure a vibrant and prosperous economy, the region needs to continually evolve and be responsive to change. A *Case for Change* has been developed within this strategy, providing three objectives that will enable the region to achieve this:

- **Expand on strengths**
- **Develop new opportunities**
- **Take up the challenge**

A number of significant projects underpin this strategic direction and once implemented, will assist with delivering this strategy's objectives. These include:

- **Commercial developments in the Swan Hill Riverfront precinct**
- **A new art and cultural precinct**
- **Renewable energy parks**
- **South West residential development and commercial development in Swan Hill**
- **Murray Valley Highway commercial precinct entrances**
- **Swan Hill Livestock Exchange precinct upgrade**
- **Regional community sustainability, through the delivery of Community Plan priorities**
- **Swan Hill Abattoirs expansion**
- **Bromley Road, Robinvale, upgrade**
- **Waste to energy**



## 2 Economic context

Swan Hill region is the perfect place to live, work, invest and visit. The Swan Hill municipality covers an area of over 6,100km<sup>2</sup> and is located in north-western Victoria, about 340km from Melbourne, 530 km from Adelaide and 940km from Sydney. The regional centre of Robinvale is 130km north of Swan Hill.



*The municipality has a population of 20,584 and services a broader catchment area of some 38,000 people.*

## The current economic environment consists of the following:

**> Industry**

- 2,473 businesses
- 7,927 employment positions
- Un-employment rate at 4.2%
- Total output is \$2.3 billion
- GRP is \$1.18 billion
- \$800 million in regional exports

**> Infrastructure**

- \$25.0 million residential building permits
- \$8.5 million non-residential building permits
- 4,492 km sealed and unsealed roads

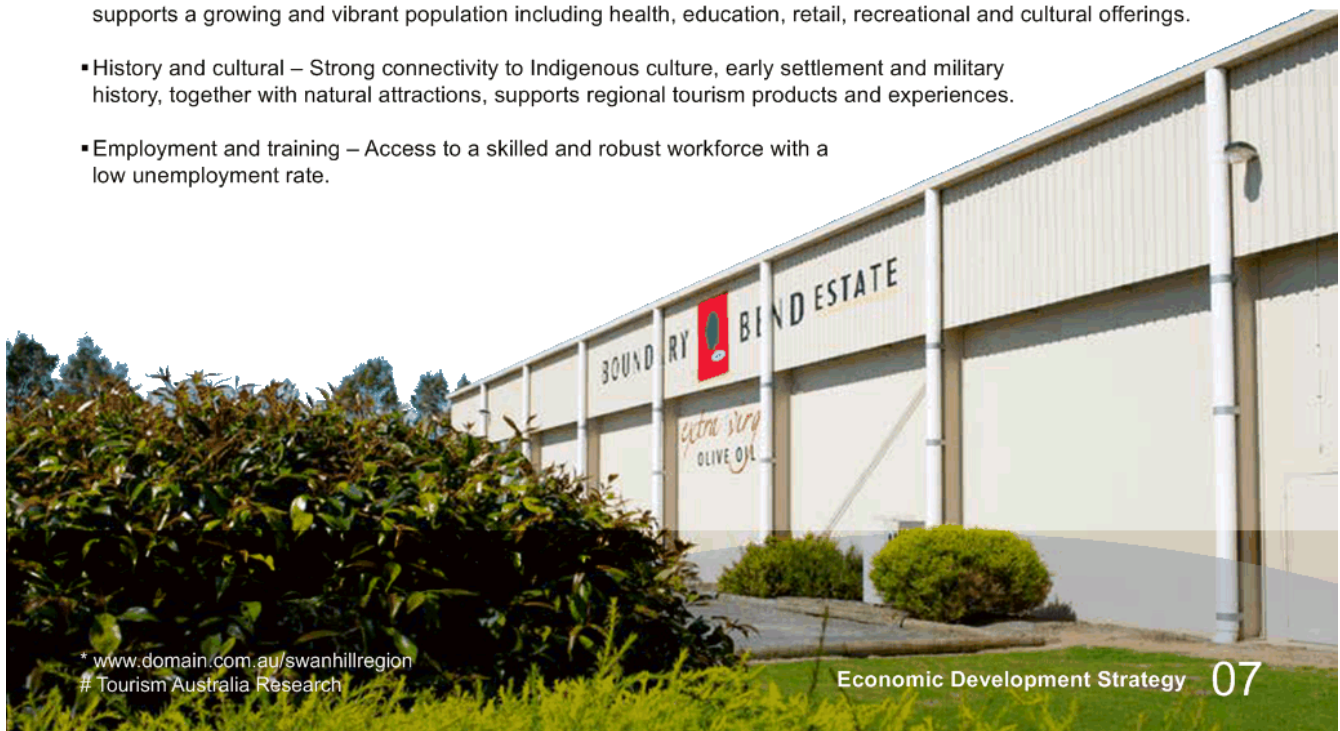
**> Lifestyle**

- Population of 20,584
- 11,849 rateable properties
- \$249,000 median house price the Swan Hill municipality\*
- \$265,000 median house price in Swan Hill (3585)
- \$210,000 median house price in the Robinvale region (3549)\*
- Attracting approx 663,000 visitors per year #
- Tourism sector provides \$95 million into the economy

Source: Remplan 2017

## Regional advantages

- Agriculture and horticultural – The region produces a diverse and expansive array of agricultural products, from both dryland and irrigated farms. The industry is supported by an innovative engineering and manufacturing sector, and aided by robust transport and logistics infrastructure.
- Environment- Housing affordability, a favourable climate, access to abundant natural resource including the Murray River, and connectivity to capital cities and major shipping ports are some of the major advantages.
- Regional centres (Swan Hill and Robinvale) – These centres provide the necessary infrastructure and services that supports a growing and vibrant population including health, education, retail, recreational and cultural offerings.
- History and cultural – Strong connectivity to Indigenous culture, early settlement and military history, together with natural attractions, supports regional tourism products and experiences.
- Employment and training – Access to a skilled and robust workforce with a low unemployment rate.



\* [www.domain.com.au/swanhillregion](http://www.domain.com.au/swanhillregion)  
# Tourism Australia Research

Economic Development Strategy 07



# Fast facts

## The Swan Hill Rural City municipality

- Is Australia's largest producer of table grapes, pistachios and olives.
- Has the largest concentration of stone fruit production in Australia.
- Accounts for approximately 70% of Australia's almonds.
- Is the second largest producer of wine grapes in Victoria.
- Is home to the company that processes 80% of Australia's olive oil production.
- Is home to one of Australia's biggest carrot producers.



# 3 Regional community plan economic priorities

Through Council's Community Planning process, regional towns have the chance to play an active role in identifying initiatives and delivering real economic outcomes for their community.

Regional communities in the Swan Hill municipality have highlighted the following initiatives as key economic priorities. These will be referred to as potential actions in the implementation phase of this strategy.



Robinvale

- Improve streetscape – Bromley Road
- Increasing housing accessibility



Nyah/Nyah West

- Improve streetscape in Nyah and Nyah West trails



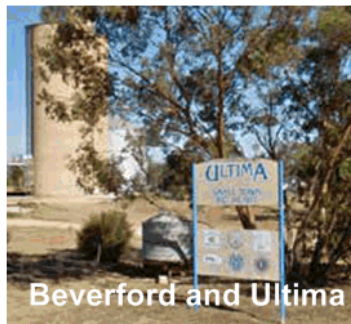
Woorinen

- Walking trails
- Access to town sewerage
- RV friendly status



Lake Boga

- Swan Hill to Lake Boga Active Trail
- Catalina Park redevelopment
- Continuation of the active trail around the lake foreshore



Beverford and Ultima

- Enhance community facilities



Piangil

- Improved streetscape – Mallee Highway



Boundary Bend

- Street beautification
- Active trails



Manangatang

- Town beautification
- Active transport



Wemen

- Enhance community facilities



## 4 Vision for a vibrant economy

This strategy aims to facilitate and enhance the region's economy now and for the foreseeable future by making Swan Hill region

- ...a vibrant place for business growth and development
- ...a vibrant place to live and invest
- ...a vibrant place to visit and play

By 2022, the Swan Hill region will be recognised as an Australian leader in:

- Solar clean energy facilities
- Production of almonds, pistachios, olives, table grapes and stone fruit

The region will also be renowned for its innovative manufacturing practices and its historical and nature tourism based attributes.

This Economic Development Strategy is aligned closely to Swan Hill Rural City Council's 2017-2021 Council Plan, which highlights five key strategic priority areas. These are:

- **Economic Growth**
- **Community Enrichment**
- **Infrastructure**
- **Governance and Leadership**
- **Environment**

Under 'Economic Growth', Council's vision is to

"... encourage new business development, provide support for business expansion and will continuously seek to help our existing businesses to prosper"

In addition to the strategic initiatives outlined further in this report, this strategy places great emphasis and importance on strengthening and promoting the unique character of the region, enhancing art and cultural assets and experiences and supporting regional communities growth and development.

The Economic Development Strategy provides the following:

- A shared vision for economic development of the Swan Hill region.
- An economic snapshot of the region.
- Agreed economic development priorities areas.
- The identification of economic development strategies, initiatives and projects.
- Monitoring mechanisms and key performance indicators (KPIs).
- Prioritisation of Council's resources to facilitate and promote economic development





# 5 Council’s role in economic development

The driving philosophy underpinning this strategy is to expand our strengths, develop new opportunities and take up challenges to derive economic growth and prosperity for the next five years, 10 years and beyond.

To achieve these desired outcomes, Council’s Economic Development role will be focused on: **Planning, Supporting, Advocating, Leading and Partnering.**

In line with past accomplishments, such as the rezoning of public land to accommodate commercial investments such as Bunnings and the ongoing development of Tower Hill in Swan Hill, Council will continue to lead and facilitate an environment that supports jobs and population growth for the region.

**Tower Hill Estate - Swan Hill**  
 The once large vacant Council owned land close to Swan Hill’s CBD is now home to over 500 new houses and a \$1.3 million community park – resulting in enormous economic and social outcomes for the region.

Total project area: 150 hectares  
 Total number of residences when completed: 1,100 homes

**01 Planning**

- Rezone key parcels of land within the Swan Hill Riverfront precinct
- Undertake high level strategic planning to attract and facilitate potential development
- Implement the Swan Hill Region Rural Land Use Strategy

**02 Partnering**

- Work collectively with internal Council departments to achieve common goals and objectives
- Develop healthy relationships with neighbouring LGAs, as well as regional and State Government officials to improve local economic outcomes
- Work with community groups to enhance the livability of our many townships
- Collaborate with industry and key stakeholders to identify and support developments

**03 Supporting**

- Attract and facilitate potential development opportunities, especially in priority focus areas such as housing, value adding production and renewable energy
- Local business growth and future development initiatives

**04 Advocating**

- Develop of rural townships via Council’s Community Planning process
- Seek external funding opportunities with relevant authorities including State and Federal governments
- Continue a vibrant arts and cultural environment throughout the municipality
- Preserve and expand essential services such as health, education and communication services

**05 Leading**

- Act as strong regional advocate to other levels of government
- Facilitate joint projects with key stakeholders including industry, business and community groups



Priority focus areas include:

**Riverfront precinct Swan Hill**

- Connecting the Swan Hill riverfront precinct to the CBD
- Development of vacant land for commercial purposes

**Swan Hill bridge**

- Working in partnership with Murray Council, Vicroads, State and Federal Governments and key stakeholders to progress the implementation of the Swan Hill bridge

**Renewable energy**

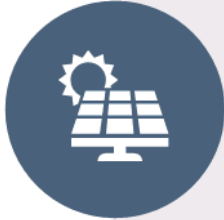
- Becoming solar capital of Australia – Including Blackwire Reserve, Bannerton and Wemen solar farms

Transformation projects throughout the municipality include:



# 7 Making it happen

Projects currently under construction that will support initiatives within this strategy include:



### Solar farm developments

Three major solar farms earmarked for construction during 2017/2018 consisting of:

- Approximately 200 MW
- Capital investment of over \$250 million
- Approximately 650,000 PVC panels
- Over 200 jobs during construction phase alone
- Enough clean energy for approximately 100,000 homes



### Horticultural / agricultural developments

Planned expansion in 2017/18 includes:

- 50,000 hectares for land earmarked for new developments, including almonds, table grapes, pistachio and vegetables.
- One million new almond trees
- Approximately 500 new jobs



### New infrastructure developments

Over \$50 million allocated for future infrastructure projects for the region in 2017/18 alone, including but not limited to:

- Swan Hill Modernisation Project
- Swan Hill Abattoirs expansion
- Swan Hill Regional Livestock Exchange redevelopment
- Active Play Precinct in Swan Hill Riverside Park
- Connecting the Swan Hill riverfront precinct to the CBD





# 8 A case for change

A number of factors have significantly affected the region’s economy over the past decade, including the effects of climate variability, water allocation and entitlement uncertainty, and minimal population and job growth.

The local economy is heavily reliant on the manufacturing and agriculture sectors, with about 40 per cent of total output and almost 30 per cent of employment derived from these two industries.

Ongoing challenges with housing accessibility, a skilled workforce, education, health, connectivity, freight, and tourism products highlight the need for a more diverse and innovative local economy.

## The Swan Hill region’s economy in 2022 will consist of these economic characteristics

*A Case for Change refers to the strategic focus and direction for the region’s economy to overcome challenges and grow and expand, not only for the next five years, but for the next 10 years, 20 years and beyond.*

Underpinning this new focus are the following objectives

- **Expand on strengths**
- **Develop new opportunities**
- **Take up the challenge**

Priority focus areas, strategic initiatives and significant projects earmarked in this strategy have been selected to ensure Council’s available resources will have maximum impact on the region’s future economic prosperity. Their delivery will be via a co-ordinated approach, leveraging partnerships and actively advocating.

**> Industry**

- 2,500 businesses
- 8,200 employment positions
- Un-employment rate at 4.0%
- Total output is \$2.50 billion
- GRP is \$1.20 billion
- \$900 million in regional exports

**> Infrastructure**

- \$40 million in commercial and residential building permits
- \$100 million in solar park investment

**> Lifestyle**

- Population of 21,000
- Attracting 700,000 visitors per year

## 8.1 Expand on the region’s strengths

### Rationale

It is imperative the region takes full advantage of its 'traditional' strengths and provides an environment to expand, grow and capture opportunities, now and in the foreseeable future.

For a strong and diverse economy, the region must also explore opportunities to expand and spread its core economic base. This will be achieved by supporting business development, as well as providing lifestyle opportunities.

### PRIORITY FOCUS AREAS

#### 8.1.2 Enhance livability

#### 8.1.3 Support existing business growth

### 8.1.2 Enhance livability

Swan Hill and Robinvale enjoy an attractive natural setting along the Murray.

The municipality needs to continue enhancing and promoting the relaxed lifestyle associated with living in the Swan Hill region, while providing the necessary infrastructure and services that is expected of a growing economy. These range from sporting facilities, parks and gardens, to events, infrastructure investments in allied health, educational services and community assets including the library and art gallery.


Enhancing the region’s livability is a medium to long term endeavour and is a task that requires the support and commitment from all levels of Government, as well as local businesses, key stakeholders and community members.


### Strategic Initiatives

**01** Improve and enhance regional townships' environment and facilities 

**02** Support the development of art and cultural facilities and experiences throughout the municipality such as public art infrastructure 

**03** Advocate for the development and improvement of shared paths and appropriate signage 

**04** Attract and facilitate significant events 

**05** Actively pursue opportunities that will enhance the regions recreational facilities and earmarked public space precincts 



Success in 2022 looks like



**Lifestyle**

- Population of 21,000
- Attracting 700,000 visitors per year
- NBN across the municipality

**CASE STUDY**

*"We're lucky to live in a region with so many diverse cultural activities and events happening throughout the year. From the Mallee Almond Blossom Festival, the Youth Arts Festival and Harmony Day, to a remarkable Performing Arts program and outstanding exhibitions at the gallery."*



*Ian Tully - Art Gallery Director  
Swan Hill Regional Art Gallery*

**Activating our strategic initiatives**

- Rural Township Placemaking Strategy
- Activating Bromley Road





### 8.1.3 Support existing business growth

The size and health of existing businesses is the foundation of any successful local economy. In 2017 there were approximately 2,150 businesses registered within the Swan Hill region, ranging from entrepreneurial start-ups and family operated businesses to multinational corporations, spanning a variety of industries.

For the region’s business sector to grow and prosper, an environment and culture that supports industry and business growth and development is required. In the Swan Hill region, this business support is traditionally provided by Council, supported by key partners including State and Federal Government, Swan Hill Incorporated and local traders’ associations.

The need to engage local businesses will be essential in achieving this goal.

### Strategic Initiatives

**01** Facilitate programs and service to support growth in business skills and capacity



**02** Support the growth of agriculture and manufacturing sectors through appropriate advocacy and strategic planning



### Activating our strategic initiatives

- Business workshop and networking program

### Success in 2022 looks like

**Industry**

- 2,500 businesses
- 8,200 employment positions
- Total output is \$2.50 billion

**Lifestyle**

- Population of 21,000

#### CASE STUDY

“Introducing new ways of thinking, sharing insights and research from other regions and reducing barriers (financial/risk) to adopting a more entrepreneurial way of thinking, will make it easier for businesses to evolve and grow in the Swan Hill region.”



Paul Dillon – Founder Mallee Rising



## 8.2 Develop new opportunities

### Rationale

To build wealth and prosperity, the Swan Hill municipality needs to facilitate an environment that attracts and embraces new opportunities and investment into the region's economy, both from the public and private sectors.

Future advances to alternative energy sources, irrigation facilities, local railway networks and broadband connection will provide the necessary catalyst for new opportunities to arise.

Targeting strategic investment opportunities as well as planning and developing the necessary capital infrastructure to support this initiative, will be the core ingredient in enabling the region to gain new ground and markets in the future.

### PRIORITY FOCUS AREAS

8.2.1 Renewable energy and waste

8.2.2 Value adding


8.2.3 Attract and encourage new business

8.2.4 Improve tourism product and experiences

### 8.2.1 Renewable energy and waste

Swan Hill region offers excellent opportunities for the generation of solar and renewable energy with flat agricultural land, high solar radiation output and good electrical network capacity. There is future scope to develop non-network energy parks that encompass various types of clean technology, including solar, geothermal, bio energy and storage.


### Strategic Initiatives

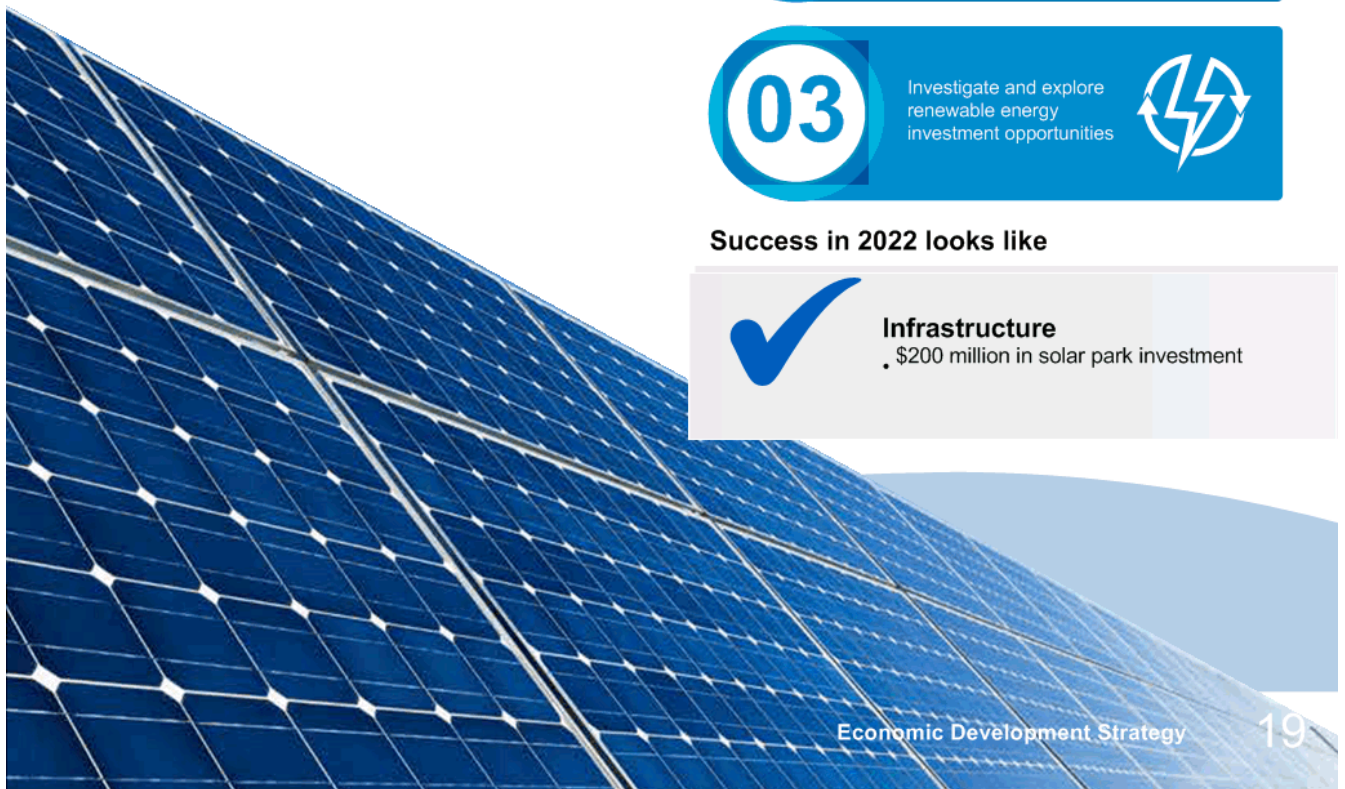
**01** Explore the viability of waste to energy and waste to compost 

**02** Advocate for grid enhancement capacity for the region 

**03** Investigate and explore renewable energy investment opportunities 

### Success in 2022 looks like

 **Infrastructure**  
• \$200 million in solar park investment



### 8.2.2 Value adding

Advancing the region's economic prosperity will be closely linked to new and expanding horticultural developments, increasing the value adding and processing of local products - and manufacturing activities. Access to alternative energy sources such as natural gas and improved transport and logistics to major ports and capital cities is expected to support growth in these areas.

#### Strategic Initiatives

**01** Advocate for and actively pursue new businesses that are upstream processors for our local produce



#### Success in 2022 looks like



**Industry**

- 8,200 employment positions
- Total output is \$2.50 billion
- GRP is \$1.20 billion
- \$900 million in regional exports

#### Activating our strategic initiatives

- Research opportunities for agricultural waste (seconds) product





### 8.2.3 Attract and encourage new business

The Swan Hill region needs to advocate and attract new business activities and investments by showcasing its competitive advantages. These competitive advantages stem from the region’s geographic location, availability of natural resources, desirable climate, access to infrastructure, as well as a stable and diverse economic environment. Advances in natural gas and communication infrastructure will have positive impact on the region’s competitiveness to attract business and investment in the future.

It is expected the region will continue to attract overseas investment, especially within the agricultural sector.

Marketing the region as a location of choice, will be a critical factor in attract new business and investment into the region.

#### Strategic Initiatives


01

Strategically explore ways of identifying and attracting new business and investment opportunities




02

Facilitate the development of identified commercial opportunities within the Swan Hill riverfront precinct




03

Target relocation or establishment of appropriate government office/agencies /higher education facilities and/or attract superannuation investment opportunities



04

Enhance Swan Hill region's image as a preferred location to live, work and invest



#### CASE STUDY

“Whilst our head office is in Swan Hill, we obtain about 70% of our clients from outside of the Swan Hill region. We established Heil Engineering Consultants in the Swan Hill region for the lifestyle opportunities it provides as well as the availability of essential infrastructure that allow our business to reach broader markets, such as the NBN.



“Our success to date highlights the fact there are opportunities for businesses to establish themselves in the Swan Hill region and not be 100% reliant on the local market to survive.”

*Ryan Heil – Project Engineer/ Director of Heil Engineering Consultants*

#### Success in 2022 looks like

✓

**Industry**

- 2,500 businesses
- 8,200 employment positions
- Total output is \$2.50 billion

✓

**Lifestyle**

- Population of 21,000

#### Activating our strategic initiatives

- Undertake a business and industry sector gap analysis
- Implement key initiatives from the Swan Hill Riverfront Commercial Development Strategy


### 8.2.1 Improve tourism product and experiences

The Swan Hill region has substantial historical based tourism assets and promotes itself as the 'The Heart of the Murray' and 'Where the River's Fun'. There is potential to expand this tourism offering and work in partnership with adjoining municipalities - to provide a unique offering that is nationally recognised.

Opportunities for growth include advancing nature-based and agri-tourism products and experiences.


#### Strategic Initiatives

**01** In partnership, develop a destination development plan to identify market gaps and future product and infrastructure investment requirements 

**02** Assist Swan Hill municipality to develop and promote itself as a tourist destination 

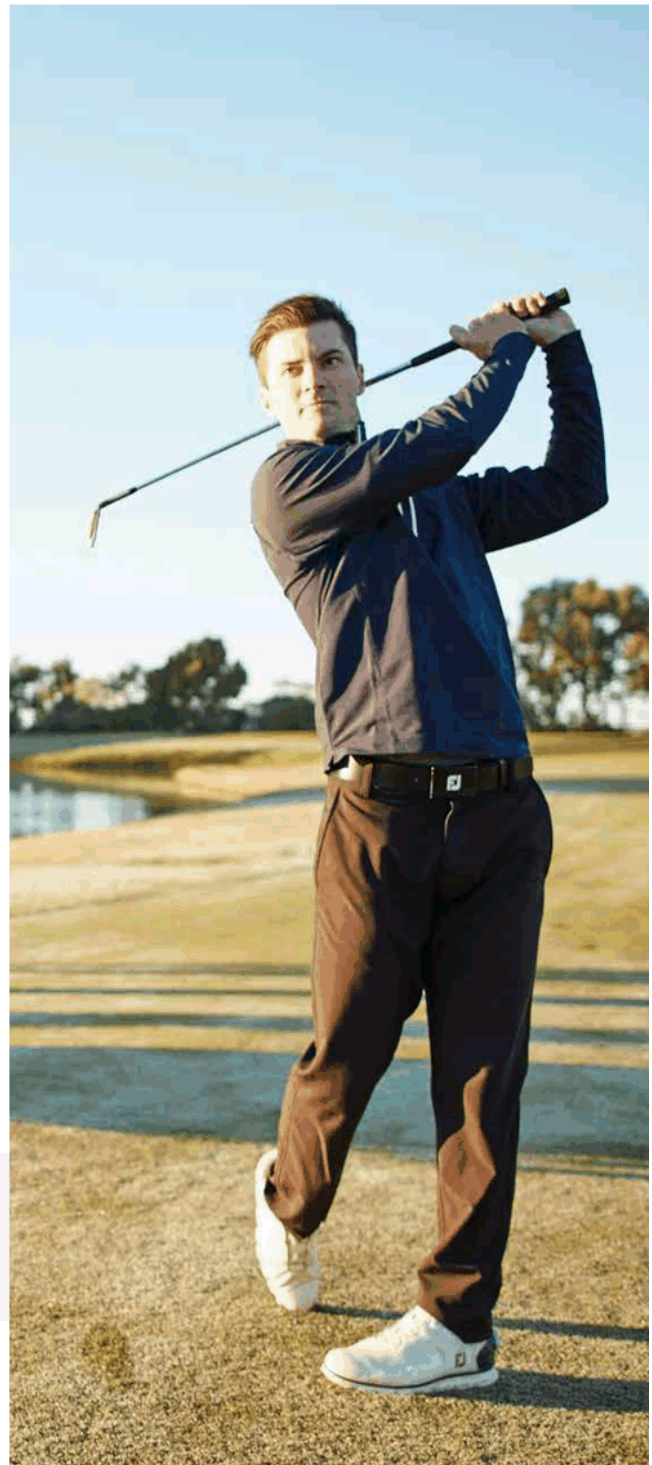
**03** Actively pursue activities that will develop and support creative and informative spaces in the Swan Hill region including art/cultural and tourism assets 

#### Success in 2022 looks like

 **Lifestyle**  
• Attracting 700,000 visitors per year

#### Activating our strategic initiatives

- Swan Hill Region Tourism Destination Development Plan



### 8.3 Take up the challenge

**Rationale**

Moving towards 2022 and beyond, the region’s economy will need to evolve and work collectively to overcome the significant challenges rural and regional centres, such as Swan Hill and Robinvale, confront now and in the foreseeable future. Further investment in the region’s major infrastructure assets will be essential in addressing these challenges, in particular job creation and population growth.

Support around agricultural production and value adding food processing, encouraging further expansion of the region’s manufacturing capacity as well as increasing the products and goods to national and international markets, will be required to take up the challenge.

**PRIORITY FOCUS AREAS**

**8.3.1 Transport and logistics**

**8.3.2 Industry development**

**8.3.3 Housing development**


**8.3.1 Transport and logistics**

The region has large agricultural and manufacturing sectors that require transport and logistics services. As such, transport and logistics play an integral and enabling role in the growth and development of these two important sectors. Recent developments in rail service and networks need to be supported by a coordinated approach to freight infrastructure development and investment. These include improving connectivity of freight movements via developments such as intermodal freight transporting station and improving regional and rural road networks.

Increasing public transport will also have a positive effect on the livability and attractiveness of the region.

**Strategic Initiatives**

**01** Support infrastructure and services that improve the regions freight and logistics supply chains 

**02** Advocate and actively pursue opportunities to improve public transport services to and within the Swan Hill region 

**03** Advocate for private and government investment in the Swan Hill Aerodrome 

**04** Advocate for the development of improved cross border connections and infrastructure 

**Success in 2022 looks like**

 **Industry**

- Total output is \$2.50 billion
- GRP is \$1.20 billion
- \$900 million in regional exports

**Activating our strategic initiatives**

- Develop of intermodal freight hub
- Increase passenger services on Swan Hill –Bendigo V/Line network



### 8.3.2 Industry development

Access to a skilled workforce is essential for business growth and development. The region must continue to develop career pathways that support industry needs. Water security and affordability play an integral role in the region's economic growth and development.

Ensuring there is sufficient and appropriate level of industry and commercial zoning throughout the region will also be a critical factor in attracting new types of industries.

A strategic focus for the region will be to continue investing in the allied health and education sectors to ensure they provide the level of support required for a growing regional centre.

#### Strategic Initiatives

01

Advocate for the alignment of local education, training and services providers with the needs of businesses, industry and the community



02

Advocate and partner with local services to further enhance the regions' health and educational services



03

Encourage regional collaboration to generate new market opportunities for specific industry sectors



#### Success in 2022 looks like



**Industry**

- 8,200 employment positions
- Un-employment rate at 4.0%



**Infrastructure**

- \$40 million in commercial and residential building permits



**Lifestyle**

- Population of 21,000

#### Activating our strategic initiatives

- Education/training and employment pathway




### 8.3.3 Housing development

To achieve employment and population growth for the municipality over the next 5 years and beyond, the region needs an adequate and diverse range of housing and rental options. The development of South West precinct in Swan Hill is expected to provide the market with sufficient available land for the foreseeable future.

More suitable accommodation options are required for seasonal workers, as many current options offered are either not acceptable or difficult to obtain.

Investment and promotional material needs to be developed and a targeted campaign undertaken to attract investment into the local housing sector. Supporting initiatives to reduce or limit the issues associated with new land developments will assist the supply and affordability of land in the future.

#### Strategic Initiatives


**01** Advocate for improved housing accessibility 

**02** Advocate for and pursue development within the aged care/retirement sectors to meet current and future demands 

**03** Pursue appropriate investment in short term accommodation developments 

*The new South West Development Precinct in Swan Hill covers 145 ha of vacant residential land which will equate to between 1,500 to 2,000 residential lots*

#### Success in 2022 looks like

 **Infrastructure**

- \$40 million in commercial and residential building permits
- 100 ha of new residential land

 **Lifestyle**

- Population of 21,000

#### Activating our strategic initiatives

- Implement of South West Development Precinct in Swan Hill
- Robinvale levee bank





# 9 Implementation

Council together with its partners will play a leading role in implementing identified actions and initiatives outlined under the Case for Change.

To deliver each of the strategic themes and their priority focus areas, a practical and clear Implementation Plan has been developed. This plan provides Council with a short to medium term framework to guide future investment and collaboration with stakeholders like State and Federal governments, businesses and communities.

Under the five-year Implementation Plan, Council will undertake an annual review of activities, actions and outcomes. This review will be reported to Councillors, businesses, key stakeholders and residents.

The outcomes will be measured against actions listed within the Implementation Plan as well as against:

- 01** Business feedback captured through business engagement 
- 02** The number of economic development programs delivered 
- 03** Level of business participation in Council activities / workshops 



Swan Hill Rural City Council  
Economic Development Unit  
[www.swanhill.vic.gov.au](http://www.swanhill.vic.gov.au)

DESIGNED BY  
 ACADEMY GRAPHICS

## Appendix One

# Swan Hill Region Economic Development Strategy 2017-2022

## Implementation Plan

### EXPAND ON THE REGIONS STRENGTHS

#### Focus Area: Enhancing Liveability

| Strategic Initiative   | Primary Outcome                       | Tactics   | Implementation |           | Key Partners                                  | Council Role |
|--|---------------------------------------|---|----------------|-----------|---|--------------|
|  |                                       |   | 1-2 years      | 3-5 years |   |              |
| Improve and enhance regional townships environment and facilities                                  | Vibrant and resilient rural townships | Activate Bromley Road   | X              |           | Council, RDV, REBA, RIG                       | Develop      |
|  |                                       | Implement the shared Library Hub in Robinvale   | X              |           | Council, Robinvale Secondary School, RDV, RIG | Develop      |
|  |                                       | Investigate undertaking a Rural Township Placemaking Strategy (through Council's Community Plan process)                                    |                | X         | Council, Rural Community Groups               | Develop      |
|  | Rejuvenating public space precinct    | Incorporate public art infrastructure and/or elements into Council's maintenance and asset improvement program                              |                | X         | Council, Regional Arts Victoria, RDV          | Develop      |
| Support the development of art and cultural facilities and experiences throughout the municipality |                                       | Identify major event opportunities for the region and partner with relevant entities (Art Gallery, Performing Arts Centre) to deliver them  | X              |           | Council, SHI                                  | Support      |
| Advocate for the development of shared paths and appropriate                                       | New public infrastructure             | Actively pursue funding for the Swan Hill to Lake Boga active trail (priority project identified in the Swan Hill Region Active Transport ) |                | X         | Council, RDV, Lake Boga Inc                   | Advocate     |



| Strategic Initiative   | Primary Outcome                         | Tactics   | Implementation |           | Key Partners                               | Council Role |
|--|---|---|----------------|-----------|--|--------------|
|  |   |   | 1-2 years      | 3-5 years |  |              |
| signage  |   |   |                |           |  |              |
|  |   | Investigate and actively pursue funding for a path that will link the Big 4 Caravan Park to the Swan Hill Riverfront precinct                   | X              |           | Council                                    | Develop      |
|  |   | In partnership with Parks Victoria, support the development of active trail facilities throughout the Nyah-Vinterra Park                        |                | X         | Council, Parks Victoria, Nyah Action Group | Support      |
|  |   | Increase the awareness and profile of the region's existing walking and bicycle trail networks via appropriate signage and promotional material | X              |           | Council, SHI                               | Develop      |
|  |   | Update and or replace the region's tourism signage (brown and blue street signs)  | X              |           | Council, SHI                               | Develop      |
|  |   | Develop a Branding and Signage Guideline for the region (including Swan Hill Riverfront precinct)   | X              |           | Council                                    | Develop      |
| Attract and facilitate significant events  |   | Review of Council's funding programs including the Major Event Support Scheme to maximise Council's contribution to economic outcomes           | X              |           | Council                                    | Develop      |
| Actively pursue opportunities that will enhance the regions recreational facilities and earmarked public space precincts | Delivery of new public space facilities | Develop the Active Play precinct at Riverside Park in Swan Hill   | X              |           | Council, RDV                               | Develop      |

## Focus Area: Supporting business growth

| Strategic Initiative  | Primary Outcome                                | Tactics  | Implementation |           | Key Partners                          | Council Role |
|---|--|--|----------------|-----------|---------------------------------------|--------------|
|   |  |  | 1-2 years      | 3-5 years |                                       |              |
| Facilitate programs and service to support growth in business skills and capacity                               | Vibrant and resilient small business community | Conduct at least 10 Small Business Victoria Workshops / Seminars each year   | X              | X         | Council, SHI, Small Business Victoria | Develop      |
|   |  | Promote and facilitate the Help for Small Business program in the Swan Hill region (start up business mentoring program)                     | X              | X         | Council, Help-4-Small-Business, SHI   | Support      |
|   |  | Engage in at least five Business Networking functions annually - E.g. Robinvale Business Mix   | X              | X         | Council                               | Develop      |
|   |  | Undertake Business Visit program - 50 business per year  | X              | X         | Council                               | Develop      |
|   |  | Continue supporting Skilled Migration Program through the Regional Certify Body Scheme   | X              | X         | Council                               | Develop      |
|   |  | Investigate and liaise with Manufacturing sector to determine the need for a Manufacturing Advisory Committee                                | X              |           | Council, SHI                          | Develop      |
| Support the growth of Agriculture and Manufacturing sectors through appropriate advocacy and strategic planning | Favorable investment conditions                | Inform and train businesses of new technology available to improve their productivity through newsletters, personalised emails and workshops | X              |           | Council                               | Develop      |

**DEVELOP NEW OPPORTUNITIES**

**Focus Area: Renewable energy and waste**

| Strategic Initiative  | Primary Outcome               | Tactics  | Implementation |           | Key Partners               | Council Role |
|---|-------------------------------|--|----------------|-----------|----------------------------|--------------|
|   |                               |  | 1-2 years      | 3-5 years |                            |              |
| Explore viability of waste to energy and waste to compost         | New bio waste infrastructure  | Support and assist the development of a Waste to Energy facility   |                | X         | Council, Commercial Entity | Support      |
|   | New composting facility       | Investigate the development of a regional composting facility focusing on agricultural 'seconds' produce                 | X              |           | Council                    | Advocate     |
| Advocate for grid enhancement capacity for the region             | New infrastructure investment | Identify and document constraints in the region's electricity infrastructure grid capacity and advocate for augmentation |                | X         | Council, RDV               | Advocate     |
| Investigate and explore renewable energy investment opportunities | New solar park facilities     | Seek funding for the Swan Hill Region Community Garden Solar pilot program   | X              |           | Council                    | Advocate     |
|   |                               | Implement identified solar farm projects including Blackwire Reserve and Bannerton                                       | X              | X         | Council                    | Develop      |



Focus Area: Value Adding

| Strategic Initiative   | Primary Outcome            | Tactics  | Implementation |           | Key Partners | Council Role |
|--|----------------------------|--|----------------|-----------|--------------|--------------|
|  |                            |  | 1-2 years      | 3-5 years |              |              |
| Advocate for and actively pursue new businesses that are upstream processors for our local produce | Value Added Infrastructure | Investigate opportunities to utilise the region's agricultural 'seconds' product   |                | X         | Council, RDV | Advocate     |
|  |                            | Develop and promote specific case studies that highlight small scale on site value adding activities   |                | X         | Council, SHI | Develop      |
|  |                            | Support the development of significant value add processing facilities including hay processing plant, grain milling and the abattoirs expansion | X              | X         | Council, RDV | Advocate     |

Focus Area: Attracting and encouraging new business

| Strategic Initiative   | Primary Outcome                 | Tactics  | Implementation |           | Key Partners | Council Role |
|--|---------------------------------|--|----------------|-----------|--------------|--------------|
|  |                                 |  | 1-2 years      | 3-5 years |              |              |
| Strategically explore ways of identifying and attracting new business and investment opportunities | Favorable investment conditions | Undertake a business and industry sector gap analysis                              |                | X         | Council      | Develop      |
|  |                                 | Promote Council's Investment and Business Expansion Investment Attraction Strategy | X              | X         | Council      | Develop      |

| Strategic Initiative   | Primary Outcome                                   | Tactics  | Implementation |           | Key Partners                    | Council Role |
|--|---|--|----------------|-----------|---------------------------------|--------------|
|  |   |  | 1-2 years      | 3-5 years |                                 |              |
| Facilitate the development of identified commercial opportunities within the Swan Hill Riverfront Precinct   | New public infrastructure / commercial investment | Implement key initiatives identified in the Swan Hill Riverfront Commercial Development Strategy (including short term accommodation)      |                | X         | Council, RDV, Private Investors | Develop      |
| Target relocation or establishment of appropriate Government office/ agencies / higher education facilities and/or attract superannuation investment opportunities | Increase investment opportunities                 | Develop promotional lobby material targeting the relocation of Government Agencies to the region   | X              |           | Council                         | Develop      |
| Enhance Swan Hill regions image as a preferred location to live, work and invest   | New tourism product / experiences                 | Develop an attraction and communication campaign to encourage investment, lifestyle and development opportunities for the Swan Hill region |                | X         | Council, SHI                    | Develop      |
|  |   | Complete a New Resident Guide and update annually as required  | X              | X         | Council                         | Develop      |

## Focus Area: Improving tourism product and experiences

| Strategic Initiative   | Primary Outcome                   | Tactics  | Implementation |           | Key Partners   | Council Role |
|--|-----------------------------------|--|----------------|-----------|--|--------------|
|  |                                   |  | 1-2 years      | 3-5 years |  |              |
| In partnership, develop a destination development plan to identify market gaps and future product and infrastructure investment requirements | New tourism product / experiences | Develop a Swan Hill Region Tourism Destination Development Plan (enable market gap and future developments to be identified)   |                | X         | Council, SHI, MRT  | Develop      |
| Assist Swan Hill municipality to develop and promote itself as a tourist destination   | Increase visitor numbers          | Develop agri-tourism products and experiences - aim to develop min two new products per year   | X              | X         | Council, SHI, Robinvale Improvement Group                          | Develop      |
|  |                                   | Develop a Visiting Friends and Relatives campaign for the Swan Hill region   |                | X         | Council, SHI   | Develop      |
|  |                                   | Implement and promote an online interactive walking and touring guide for the region - Discover More   | X              | X         | Council, SHI, Community groups                                     | Develop      |
|  |                                   | Build partnerships and cluster products with neighbouring Councils   | X              |           | Council, Surrounding Councils, MRT                                 | Develop      |
|  |                                   | Investigate and advocate for connecting the Swan Hills CBD to the Riverfront precinct (Pedestrian crossing near crn McCrae and Curlewis Streets - Swan Hill Riverfront Masterplan) | X              |           | Council, Victrack, Graincorp, Lower Murray Water, State Government | Develop      |

| Strategic Initiative   | Primary Outcome                   | Tactics   | Implementation |           | Key Partners | Council Role |
|--|-----------------------------------|---|----------------|-----------|--------------|--------------|
|  |                                   |   | 1-2 years      | 3-5 years |              |              |
| Actively pursue activities that will develop and support creative and informative spaces in the Swan Hill region including art / cultural and tourism assets (VIC) | New tourism product / experiences | Support the expansion or relocation Swan Hill Regional Art Gallery  |                | X         | Council, RDV | Develop      |
|  |                                   | Investigate the location and management of the Robinvale and Swan Hill Region Information Visitor Centres | X              | X         | Council      | Develop      |
|  |                                   | Assist implementing key initiatives derived from the Murray River Interpretive Centre Feasibility Study   |                | X         | Council      | Develop      |

## TAKE UP THE CHALLENGE

### Focus Area: Transport and logistics

| Strategic Initiative   | Primary Outcome               | Tactics  | Implementation |           | Key Partners                          | Council Role |
|--|-------------------------------|--|----------------|-----------|---------------------------------------|--------------|
|  |                               |  | 1-2 years      | 3-5 years |                                       |              |
| Advocate for infrastructure and services that improve the region's freight and logistics supply chains | Major economic infrastructure | Support the development of intermodal freight hub facilities along the Murray Basin Rail line (Manangatang / Ultima Railway line)        |                | X         | Council, RDV                          | Support      |
|  |                               | Continue to lobby for funding for improvements to the roads and trail network through Local Roads to Market and Bridge Renewal Programme |                | X         | Council, State and Federal Government | Advocate     |

| Strategic Initiative   | Primary Outcome                         | Tactics   | Implementation |           | Key Partners  | Council Role |
|--|---|---|----------------|-----------|---|--------------|
|  |   |   | 1-2 years      | 3-5 years |   |              |
|  |   | Improve the region's air freight capabilities by supporting surrounding municipalities future airport developments (focusing on agriculture)  |                | X         | Council, Regional Councils                              | Support      |
| Advocate and actively pursue opportunities to improve public transport services to and within the Swan Hill region | Improved public transport accessibility | Continue advocate for increased passenger services on the Swan Hill to Bendigo V/Line network   | X              | X         | Council, V/Line   | Advocate     |
|  |   | Investigate the feasibility of increasing community public transport service options to regional townships (from Swan Hill)   |                | X         | Council, community groups                               | Develop      |
|  |   | Support and advocate funding for initiatives identified by the Mallee Local Transport Group that will improve the region's transport network (Baseline Transport Report and proposed Transport Options Paper) |                | X         | Mallee Local Transport Group, State Government, Council | Advocate     |
| Advocate for private and government investment in the Swan Hill Aerodrome precinct                                 | Rejuvenating Aerodrome precinct         | Implement initiatives from the Swan Hill Aerodrome Business Case - International Flying School - Improve key infrastructure facilities on site  |                | X         | Council, RDV  | Develop      |
| Advocate for the development of improved cross border connections and infrastructure                               |   | In partnership with Murray River Council, Vicroads progress the Swan Hill Bridge  |                | X         | Council, Murray River Council, Vicroads,                | Advocate     |

## Focus Area: Industry development

| Strategic Initiative  | Primary Outcome                        | Tactics  | Implementation |           | Key Partners  | Council Role |
|---|--|--|----------------|-----------|---|--------------|
|   |  |  | 1-2 years      | 3-5 years |   |              |
| Advocate for the alignment of local education, training and services providers with the needs of businesses, industry and the community | Education attainment and employment    | Support the implementation and development of the Swan Hill Region's Connect U program (connecting local service and education providers to employment opportunities)  | X              |           | MMILLEN, Council, SHI, RDV  | Develop      |
|   |  | Support Aboriginal and Torres Strait Islanders to attend IBA (Indigenous Business Australia) training  |                | X         | Council, SuniTAFE, Swan Hill Aboriginal Community Partnership Strategy Advisory Group | Support      |
|   |  | Support a bi annual Education/ Employment Summit that engages key industry stakeholders examine innovative methods and practices to retain local youth through the provision of local employment opportunities | X              | X         | MMILLEN, Council  | Support      |
| Advocate and partner with local services to further enhance the regions health and education services                                   | Improved health and education precinct | Advocate to expand courses available at the SuniTAFE and Deakin University facility  |                | X         | MMILLEN, Council, SuniTAFE, Secondary Schools, FLO                                    | Advocate     |
|   |  | Partner with Swan Hill District Health / Robinvale District Health Services to advocate improved health facilities for the Swan Hill region  |                | X         | Council, SHDH, RDHS   | Support      |
| Encourage regional collaboration to generate new market opportunities for specific industry sectors                                     | New commercial opportunities           | Develop and promote investment prospects / opportunities for specific industries   |                | X         | Council   | Develop      |



| Strategic Initiative | Primary Outcome | Tactics  | Implementation |           | Key Partners                                | Council Role |
|----------------------|-----------------|--|----------------|-----------|---|--------------|
|                      |                 |  | 1-2 years      | 3-5 years |   |              |
|                      |                 | Establish cluster working groups (pulse workshops) to target ongoing regional issues and or opportunities (Industry / business SWOT analysis - annually) | X              | X         | Council, Agri Business Committee, SHI, REBA | Develop      |
|                      |                 | Advocate for a Cross-Border Commissioner   | X              | X         | Council, Murray River Council               | Advocate     |

Focus Area: Housing development

| Strategic Initiative                        | Primary Outcome               | Tactics   | Implementation |           | Key Partners         | Council Role |
|---|-------------------------------|---|----------------|-----------|----------------------|--------------|
|   |                               |   | 1-2 years      | 3-5 years |                      |              |
| Advocate for improved housing accessibility | Improve housing accessibility | Develop a Swan Hill Rural City Council 'infill Land Development' policy to encourage subdivision / housing development                  |                | X         | Council              | Develop      |
|   |                               | Market and promote housing investment opportunities for the region (South West development masterplan)                                  | X              | X         | Council              | Develop      |
|   |                               | Continue stage developments for new residential allotments at Tower Hill Estate in Swan Hill to meet current demand                     | X              | X         | Council              | Develop      |
|   |                               | Facilitate the construction of the Robinvale Levee Bank that will enable favourable zoning conditions for residential land developments |                | X         | Council, RDV, DELWEP | Develop      |

| Strategic Initiative   | Primary Outcome   | Tactics   | Implementation |           | Key Partners                  | Council Role |
|--|---|---|----------------|-----------|-------------------------------|--------------|
|  |   |   | 1-2 years      | 3-5 years |                               |              |
|  |   | Advocate the rezoning of identified public zone areas (Crown Land) for residential development purposes                 |                | X         | Council, State Government     | Advocate     |
| Actively advocate and pursue developments within the Aged Care /Child Care / Retirement sectors meeting current and future demands | New or and rejuvenated Aged Care / Child Care precincts | Advocate for the supply of adequate aged care and child care infrastructure and required services                       |                | X         | Council, commercial operators | Advocate     |
| Activity pursue appropriate investment in short term accommodation developments  | New commercial opportunities                            | Pursue opportunities earmarked in the Swan Hill Riverfront Commercial Development Strategy                              | X              | X         | Council, SHI, RDV             | Develop      |
|  |   | Pursue opportunities for short term accommodation developments  |                | X         | Council                       | Advocate     |
|  |   | Develop specific case studies to demonstrate the process and procedures with on farm housing accommodation developments |                | X         | Council                       | Develop      |

### Abbreviations

|   |   |
|---|---|
| RDV - Regional Development Victoria               | MRT - Murray Regional Tourism                             |
| SHI - Swan Hill Incorporated                      | DELWEP – Department Environment, Land, Water and Planning |
| REBA - Robinvale Euston Business Association      | FLO – Flexible Learning Options                           |
| RIG - Robinvale Improvement Group                 | SHDH – Swan Hill District Health                          |
| Murray Mallee Local Learning & Employment Network | RDH – Robinvale District Health                           |

### **B.17.120 2017/18 COMMUNITY DEVELOPMENT FUNDING PROGRAM**

**Responsible Officer:** Director Development and Planning  
**File Number:** 10-15-04  
**Attachments:** Nil

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

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

#### **Summary**

This report provides Council with information in relation to the 2017-2018 Community Grants Program (Community Development Fund).

#### **Discussion**

The Community Development Fund provides up to \$3,000 for eligible community groups to carry out their objectives.

Projects funded may include:

- Structural repairs or minor upgrades to community facilities
- New or upgraded equipment essential to the operation of the community group
- Current OH&S or risk management issues
- New programs or activities within a community
- Minor or local festivals or events that have broad community benefit
- Projects for specific high needs groups
- Projects that promote local sustainability initiatives, environmental innovation, create proud community spaces and promote responsible water usage and conservation.
- Protection, conservation and restoration of heritage items and assets.

A committee comprising of the Chief Executive Officer, Community Development and Riverfront Coordinator, Properties and Maintenance Officer, Community Recreation and Grants Officer and a Councillor Representative (Cr McPhee) evaluated all applications against set criteria.

Each application was assessed on its merits and the following factors were taken into account to determine priorities for funding:

- Number of active members
- The immediate and future contribution the project will make to support community development and resilience
- Availability of alternative facilities – Is there other viable options/alternatives?
- Any other evidence of demand – how much is the project needed?
- Long term viability of applicant organisation.

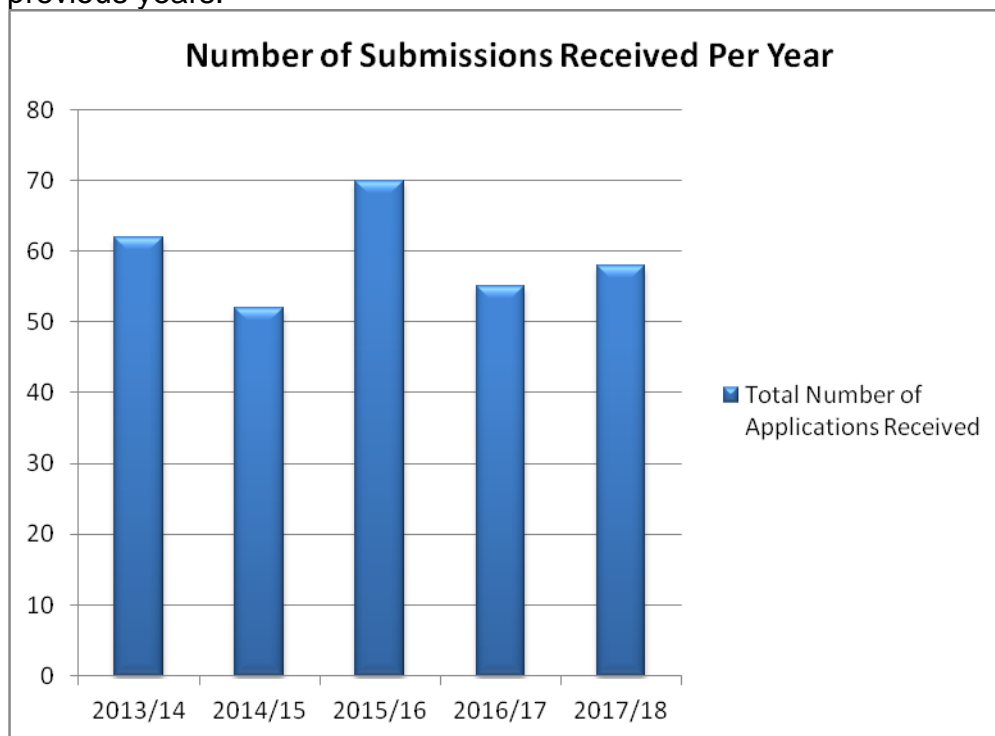
- Level of cash or in-kind contribution – what is the organisation contributing to the project? Are they contributing in-kind?
- Availability of other funding source(s).
- Prior receipt and utilisation of grants – has the organisation acquitted all previous community grants to the satisfaction of Council?

**Applications Received**

Council received 58 applications for the 2017/18 Community Development Fund. This is an increase on the total number of applications received in 2016-17 (where 55 applications were received).

The total value requested from Council by all applicants in this round was \$137,997.

Below is a snapshot of the number of applications received in comparison with previous years.



**Online Submissions**

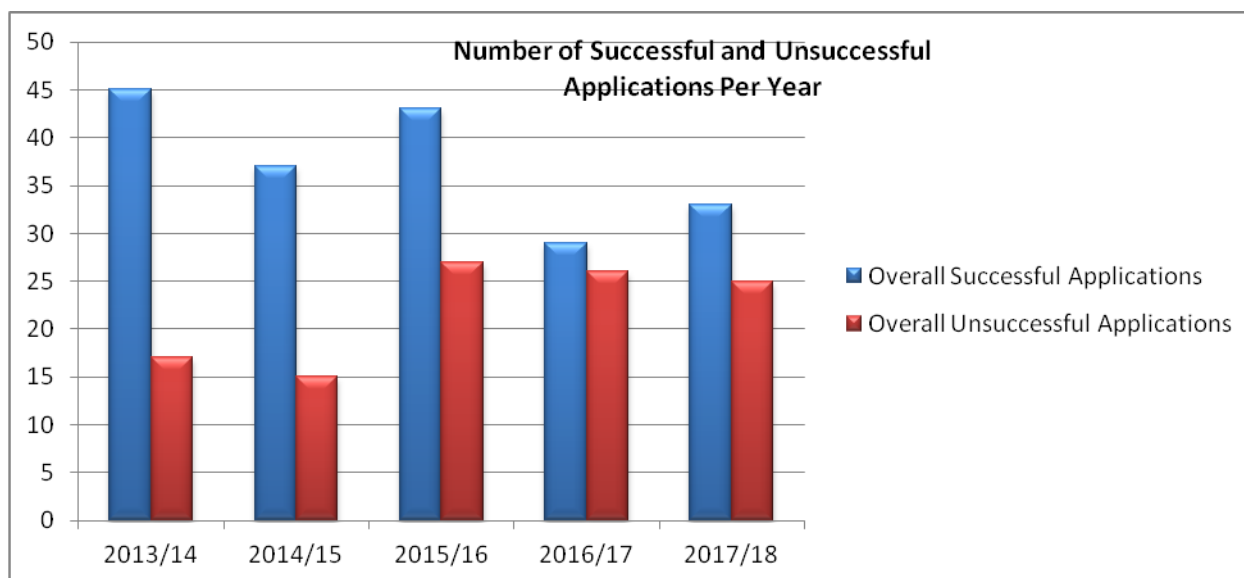
In 2015-16, the ability to complete an application online was introduced. Applications submitted online have steadily increased since this time. This round, 46 applications were received online compared to only 12 by hardcopy.

|         | Online | Hardcopy |
|---------|--------|----------|
| 2013/14 | NA     | 62       |
| 2014/15 | NA     | 52       |
| 2015/16 | 28     | 40       |
| 2016/17 | 34     | 21       |
| 2017/18 | 46     | 12       |

### Successful Versus Unsuccessful Grant Projects

Of the 58 applications received this round, 33 (57%) were successful and 25 unsuccessful (43%).

Below is a snapshot of the number of successful and unsuccessful Community Development Fund Grants compared to previous years.



### Successful Grants

Council is able to support projects up to the value of \$70,000. Successful applicants will contribute approximately \$113,000 cash, in kind and sponsorship/other funding to at least match Council's funds. This will result in \$183,000 worth of community projects being completed by 30 April 2018.

A broad cross section of projects have been supported covering a breadth of townships throughout the municipality including: Swan Hill, Robinvale, Lake Boga, Nyah, Nyah West, Manangatang, Chinkapook, Beverford, Speewa and Ultima.

Below are the Community Development Fund approved projects:

|   | Amount Requested | Panel Recommendation | Organisation                                | Project Name                |
|---|------------------|----------------------|---|-----------------------------|
| 1 | \$1,500.00       | \$1,500.00           | Alan Garden Netball Committee of Management | Court Repairs               |
| 2 | \$2,400.00       | \$1,920.00           | Beverford and District Fire Brigade         | Defibrillator               |
| 3 | \$3,000.00       | \$3,000.00           | Chinkapook Reserves Committee               | Chinkapook Hall Renovations |

**SECTION B - REPORTS**

21 November 2017

|    |            |            |  |   |
|----|------------|------------|--|---|
| 4  | \$3,000.00 | \$3,000.00 | Community Garden Group (Auspiced by SLIM)              | Fencing garden area at George Lay Park and relocating garden beds |
| 5  | \$2,599.00 | \$1,000.00 | Italian Social Club                                    | New fridge/cooler in the bar area.                                |
| 6  | \$1,500.00 | \$1,500.00 | Lake Boga Bowls Club                                   | Update synthetic turf on A green.                                 |
| 7  | \$2,400.00 | \$2,400.00 | Lake Boga Football Netball Club                        | Netball Court repairs and seating                                 |
| 8  | \$3,000.00 | \$3,000.00 | Lakers Cricket Club                                    | Cricket Training Nets   |
| 9  | \$2,500.00 | \$2,500.00 | Lions Club of Swan Hill                                | Cooking and catering for community functions (BBQ)                |
| 10 | \$780.00   | \$780.00   | Manangatang and District Bowling Club                  | Toilet Refurbishment  |
| 11 | \$1,848.00 | \$1,850.00 | Manangatang Public Hall                                | Blockout blinds for Supper Room                                   |
| 12 | \$3,000.00 | \$1,500.00 | Manangatang Recreation Reserve Committee of Management | Manangatang Recreation Reserve Signage and Water Catchment        |
| 13 | \$2,475.00 | \$2,400.00 | Mid Murray Pistol Club                                 | Disabled Toilets  |
| 14 | \$2,000.00 | \$2,000.00 | Nyah District Christmas Carnival Committee             | Nyah District Christmas Carnival                                  |
| 15 | \$3,000.00 | \$2,200.00 | Nyah District Mens Shed                                | Suspended ceiling and lighting upgrade                            |
| 16 | \$3,000.00 | \$3,000.00 | Nyah Two Bays Swimming Club                            | Dolphin Timing System Purchase                                    |
| 17 | \$1,700.00 | \$1,700.00 | Nyah West Golf Club                                    | Office Renovation   |
| 18 | \$3,000.00 | \$3,000.00 | Robinswood Homestead Association                       | Storage Shed  |
| 19 | \$3,000.00 | \$3,000.00 | Robinvale and District Cricket Association             | Cricket Roller  |
| 20 | \$3,000.00 | \$3,000.00 | Robinvale Euston Football Netball Club                 | Netball Court repairs   |
| 21 | \$3,000.00 | \$3,000.00 | Robinvale Pistol Club                                  | Target Upgrades   |
| 22 | \$1,200.00 | \$1,200.00 | Robinvale Storm Rugby League Football Club Inc.        | Storage Shed  |
| 23 | \$2,154.90 | \$2,150.00 | Speewa Heritage Collectors Club                        | Refurbish Hall Floors   |
| 24 | \$2,800.00 | \$2,800.00 | St Mary's Tyntynder Cricket Club                       | Cricket Net Repairs   |
| 25 | \$1,200.00 | \$1,000.00 | Swan Hill District Health Ladies Auxiliary             | Volunteer Support   |



**SECTION B - REPORTS**

21 November 2017

|    |                     |                    |   |  |
|----|---------------------|--------------------|---|--|
| 26 | \$3,000.00          | \$1,000.00         | Swan Hill Farmers Market                      | Christmas Twilight Market                |
| 27 | \$2,000.00          | \$2,000.00         | Swan Hill Genealogical and Historical Society | Digitisation of Swan Hill Guardians 1986 |
| 28 | \$3,000.00          | \$3,000.00         | Swan Hill Gymnastics Club                     | Equipment Upgrade                        |
| 29 | \$1,500.00          | \$1,500.00         | Swan Hill Lawn Tennis and Croquet Club        | Renovating Shelters                      |
| 30 | \$2,671.03          | \$2,500.00         | Swan Hill Motor Racing Club (Speedway)        | Update Disabled Facilities               |
| 31 | \$3,000.00          | \$3,000.00         | Swan Hill Neighbourhood House                 | Mens Shed Support                        |
| 32 | \$3,000.00          | \$1,000.00         | Tyntyndyer Homestead                          | Upgrade Spouting on the Homestead        |
| 33 | \$1,600.00          | \$1,600.00         | Ultima Football Netball Club                  | Stainless Steel Bench                    |
|    | <b>\$ 78,827.93</b> | <b>\$70,000.00</b> |   |  |

**Unsuccessful Grant Projects**

Of the twenty five unsuccessful recipients, ten have been referred to other funding sources or avenues to obtain funds to complete their project.

Below are the Community Development Fund unsuccessful projects:

| Organisation   | Project Name                 | Amount Requested | Reason  |
|--|------------------------------|------------------|---|
| Boundary Bend Progress Association                         | Boundary Community Hall sign | \$2,970.00       | Signage   |
| Combined Christian Churches Initiatives (Auspiced by REBA) | Community Christmas Carols   | \$2,000.00       | Refer to Community Support Fund.  |
| Headspace Swan Hill  | Headspace Out and About      | \$2,400.00       | Not incorporated or auspiced.   |
| Lake Boga Junior Sporting Club Inc                         | Gymnastics For All           | \$3,000.00       | Recommend utilise Swan Hill Gymnastics tumbler which will be funded through this program. |
| Mallee Steam Oil and Machinery Club                        | Dragline Sign writing        | \$1,325.00       | Deemed low priority. Refer to Community Support Fund.                                     |
| Manangatang Improvement Group                              | Beautification Project       | \$1,000.00       | Project could be funded through Community Planning and shop owners.                       |

**SECTION B - REPORTS**

21 November 2017

|  |  |            |  |
|--|--|------------|--|
| Nyah and District Community Pool       | Happy 50th Nyah Pool celebrations  | \$693.00   | Refer to Community Support Fund.   |
| Piangil CFA                            | Fridge, laptop and ladder project  | \$3,000.00 | Deemed low priority.   |
| Pira Portsea Children's Camp           | Pira Children's Portsea Camp   | \$3,000.00 | Not incorporated or auspiced.  |
| Robinvale Euston Ski Race Committee    | Robinvale 80 Ski Race  | \$3,000.00 | Refer to Major Events Support Scheme   |
| Robinvale Trotting Association         | Clubhouse Maintenance  | \$3,000.00 | Council have a Section 17B Crown Land Reserve Act Lease Agreement with this Association and they are responsible for maintenance of the facility.                          |
| Rotary Club of Robinvale Euston        | Upgrade sign in Rotary Park  | \$1,000.00 | Not a high priority. Refer to Community Support Fund.  |
| Ski Racing Victoria                    | Robinvale 80 Ski Race  | \$3,000.00 | Refer to Major Events Support Scheme   |
| Swan Hill and District Garden Club     | Upgrade equipment. Microphone/PA system/colour printer (meeting room 3 - The Grain Shed) | \$2,110.00 | Deemed low priority.   |
| Swan Hill Football Netball Club        | Goal Safety Nets   | \$3,000.00 | Two applications received. Council will assist with sourcing funds for Scoreboard project.   |
| Swan Hill Football Netball Club        | Scoreboard   | \$3,000.00 | Refer to Community Recreation and Grants Officer to assist with funding from an alternative source.  |
| Swan Hill Lawn Tennis and Croquet Club | Playground Upgrade   | \$3,000.00 | Two applications received. Shelter project will seen as a higher priority and will be funded under this program.   |
| Swan Hill Murray Cods Committee        | Swan Hill Murray Cods  | \$2,800.00 | Uniforms already purchased. One off event.   |
| Swan Hill Rostered Playgroup           | Active Play/ All abilities play equipment and/or bike                                    | \$3,000.00 | Refer to Rural Access Co-ordinator to consider alternative funding avenues and how all abilities equipment can be accessed by all community groups not just one playgroup. |

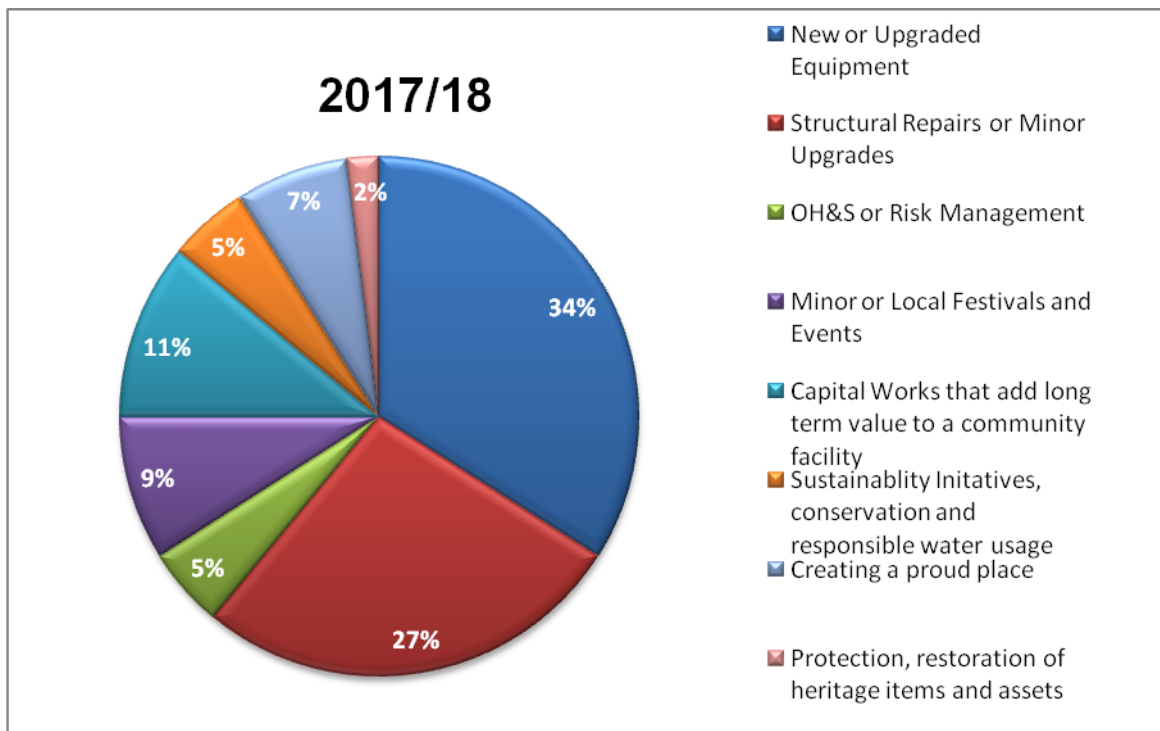
**SECTION B - REPORTS**

21 November 2017

|  |  |                    |   |
|--|--|--------------------|---|
| Swan Hill RSL Cricket Club                 | New equipment storage shed                   | \$3,000.00         | Current cricket nets project to be completed in the first instance. Investigate the potential to relocate an existing shed on this site (as there are currently already two) before constructing another one. |
| Swan Hill Soccer League                    | Upgrade change rooms                         | \$2,893.00         | Refer to Properties Maintenance Officer to assist with minor upgrades of this facility.   |
| Swan Hill Specialist School                | Shelving for Special Needs Resources Library | \$2,730.00         | Items not accessible to wider community.  |
| Swan Hill Stroke Support Group             | Bus trip to Barham for lunch                 | \$800.00           | Refer to Community Support Fund.  |
| Tyntyndyer Homestead                       | Gardening Equipment                          | \$3,000.00         | Two applications received. This program will support the Tyntyndyer Homestead upgrade gutter project.   |
| Woorinen and District Progress Association | Beautification Project                       | \$448.75           | Refer to Council's Parks and Gardens Coordinator.   |
|  |  | <b>\$59,169.75</b> |   |

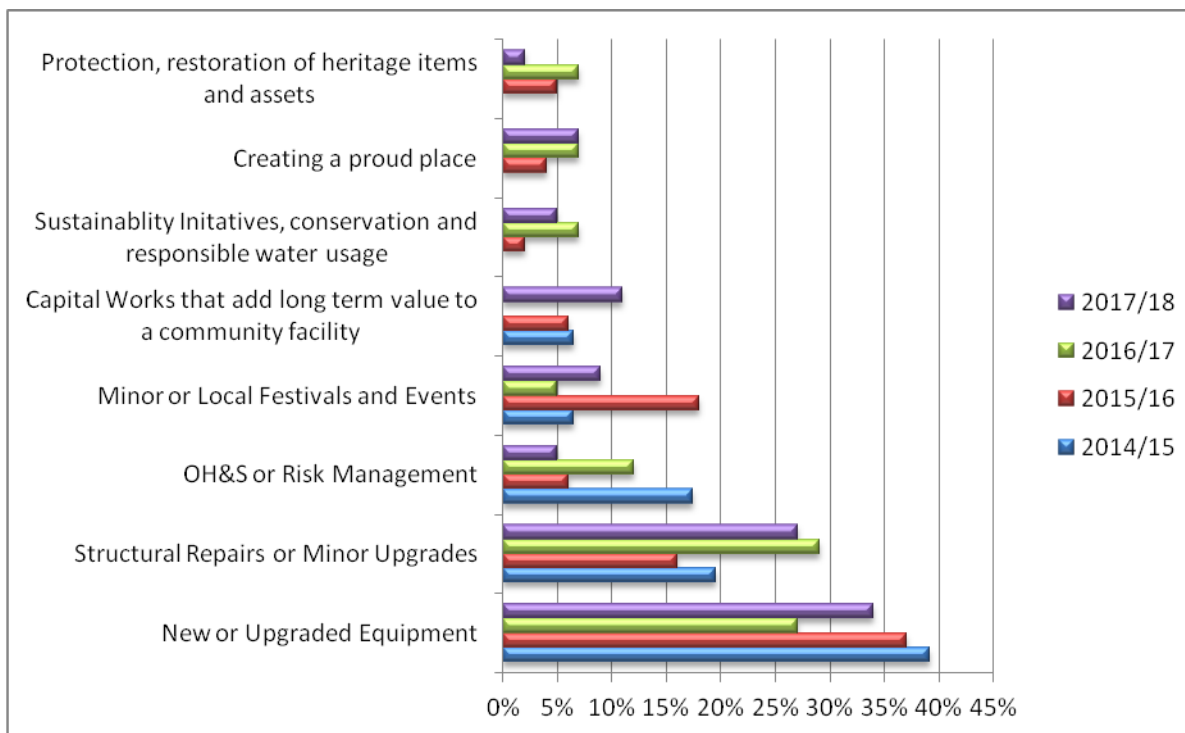
**Type of Projects Funded**

The below chart indicates the percentage of applications that were approved in relation to the type of project funded for this year's grants program.



*Please note: The percentage totals may include applications that fit into more than one type of project. For example: A project to reconstruct a fence may be included in both OH&S/Risk Management and Structural/Minor Upgrades to a Facility.*

**Type of Projects Funded by Category – Yearly Comparison**



It is evident that new/upgraded equipment and structural repairs/minor upgrades have consistently been the types of projects that have been funded through this program.

### **Consultation**

In line with Council's adopted policy on Community Grants, advertisements were placed in The Guardian and in the Robinvale Sentinel in July and August 2017.

Application forms were available for collection from the Swan Hill Region Information Centre, Robinvale Resource Centre and could be downloaded from the Council website.

### **Financial Implications**

Council set aside \$70,000 for the Community Development Fund grants program.

There is also \$5,000 allocated to Community Support Fund which is used for incidental community activities over the balance of the year. Applications can be made at any time during the year for up to \$200 for support for approved projects.

### **Social Implications**

By providing funding for projects under the Community Grants program, we will foster stronger communities in our municipality. The successful operation of our community organisations and clubs play a vital role in ensuring a vibrant and healthy community.

Community organisations will be able to undertake minor upgrades to facilities, purchase necessary equipment or hold events which will provide adequate meeting spaces for members and opportunities to attract new members. This will result in increased participation, health and fitness, social gatherings and interaction.

### **Economic Implications**

Funding through the Community Grants program will assist clubs and organisations to become adequately resourced to hold club and community based activities and reduce financial pressure to maintain club facilities and equipment.

By assisting clubs and organisations to host events we are facilitating economic growth in our region. New or smaller events generate feelings of social inclusiveness and belonging and there is potential for small or new events to gain momentum and become a significant economic contributor. Larger events provide a

stimulant to attract visitors from outside our region and inject additional income to local organisations and businesses.

### **Environmental Implications**

Projects funded under this grants program will enable community groups to create sustainable community spaces and promote sustainable water usage.

### **Risk Management Implications**

Nil

### **Council Plan Strategy Addressed**

***Community enrichment*** - Provide services and support initiatives that create a Healthy and Safe Community.

### **Options**

Nil

### **Recommendations**

**That Council:**

- 1. Endorse the 2017/18 Community Development Program assessment panel recommendations.**
- 2. Request Council officers to advise all successful and unsuccessful grant applicants.**



**B.17.121 QUARTERLY PLANNING AND BUILDING FIGURES – 3RD QUARTER 2017**

**Responsible Officer:** Director Development and Planning  
**File Number:** S28-28-01 and S31-28-01  
**Attachments:** Nil

**Declarations of Interest:**

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

**Summary**

Planning and building statistics can provide one measure of economic activity across the municipality. This report is the first quarterly report that will enable a better analysis of activity by comparing each quarter and the same quarter from the previous year. These reports will become more meaningful over time.

**Discussion**

The following statistics indicate development across the municipality to be steady and in terms of both type and number of applications is very similar to 2016. Noticeably building value and number of applications are greater than last year.

Anecdotally it is interesting to note that the enquiry level both by phone and counter are noticeably increased. This usually predicts an increase in development activity in the next 12 to 24 months when the enquiries turn into applications and then development.

**Planning comparisons – 3<sup>rd</sup> Quarter**

| Type   | 2017                       |            | 2016                       |            |
|--|----------------------------|------------|----------------------------|------------|
|  | No. of 3 <sup>rd</sup> QTR | No. Of YTD | No. Of 3 <sup>rd</sup> QTR | No. Of YTD |
| Planning Permit Applications Received          | 50                         | 131        | 46                         | 133        |
| Approvals under delegation                     | 41                         | 105        | 40                         | 105        |
| Notice of Decision to Grant a Planning Permit  | 1                          | 2          | 1                          | 2          |
| Notice of Decision to refuse a Planning Permit | 0                          | 1          | 0                          | 0          |
| Application Lapsed or Withdrawn                | 0                          | 1          | 1                          | 5          |
| VCAT upheld Council decision                   | 0                          | 0          | 0                          | 2          |
| VCAT set aside Council decision                | 0                          | 0          | 1                          | 0          |
| Total number of decisions                      | 42                         | 108        | 42                         | 109        |

The above table shows that the third quarter of 2017 and 2016 are very similar.

**Quarterly decision breakdown by town**

|                  | Approved<br>3 <sup>rd</sup><br>QTR<br>2017 | Approved<br>YTD | Refused<br>3 <sup>rd</sup><br>QTR<br>2017 | Refused<br>YTD |
|------------------|--|-----------------|---|----------------|
| <b>Swan Hill</b> | 18   | 40              | 0   | 0              |
| <b>Robinvale</b> | 14   | 35              | 0   | 0              |
| <b>Lake Boga</b> | 0  | 6               | 0   | 0              |
| <b>Nyah</b>      | 1  | 4               | 0   | 0              |
| <b>Nyah West</b> | 1  | 1               | 0   | 0              |

The above table shows that most of the applications were lodged within the Swan Hill area with Robinvale only slightly behind.

**Quarterly breakdown of notable application types**

**Application description**

**No. of applications**

|                                       |    |
|---------------------------------------|----|
| Single dwelling                       | 5  |
| Second dwelling                       | 1  |
| Replacement dwelling                  | 1  |
| Rural Industry                        | 2  |
| Materials Recycling                   | 1  |
| Transport Terminal                    | 1  |
| Service Station                       | 1  |
| Subdivision 1 – 9 lots                | 10 |
| Native Vegetation Removal             | 2  |
| Motor Vehicle, Boat and Caravan Sales | 1  |

The above table provides a breakdown of the most notable application types received during the third quarter of 2017. It shows that small to medium size subdivisions lead the way with single dwellings in second place, followed by rural industries and native vegetation removal applications. Other applications worth mentioning are the service station application in Karinie Street and Murray Valley Highway and the transport terminal application by Graincorp south of Piangil.

**Building comparisons – 3<sup>rd</sup> Quarter**

| TYPE               | QUARTERLY<br>July to Sept 2017 |                     | YTD 1/01/2017 to<br>30/09/2017 |                     | QUARTERLY<br>July to Sept 2016 |                     | YTD 1/01/2016 to<br>30/09/2016 |                     |
|--------------------|--------------------------------|---------------------|--------------------------------|---------------------|--------------------------------|---------------------|--------------------------------|---------------------|
|                    | NO.OF                          | VALUE               | NO.OF                          | VALUE               | NO.OF                          | VALUE               | NO.OF                          | VALUE               |
| Dwelling           | 18                             | 6,865,492           | 44                             | 16,065,910          | 14                             | 4,312,694           | 43                             | 14,276,035          |
| Dwelling additions | 23                             | 1,166,280           | 59                             | 3,968,607           | 18                             | 1,461,939           | 61                             | 3,400,063           |
| Unit Developments  | 0                              | 0                   | 2*(48)                         | 622,000             | 2*(3)                          | 581,800             | 4*(12)                         | 1,011,800           |
| Shops              | 2                              | 204,000             | 6                              | 409,000             | 1                              | 5,000               | 4                              | 126,000             |
| Offices            | 2                              | 377,830             | 7                              | 3,550,388           | 1                              | 2,069,000           | 2                              | 2,213,711           |
| Warehouses         | 5                              | 1,777,000           | 9                              | 4,141,710           | 5                              | 740,000             | 8                              | 1,045,000           |
| Factories          | 5                              | 3,265,764           | 9                              | 6,361,390           | 4                              | 1,448,700           | 13                             | 3,693,819           |
| Public Buildings   | 3                              | 2,449,606           | 8                              | 3,138,606           | 0                              | 0                   | 6                              | 1,024,654           |
| Out Buildings      | 22                             | 483,781             | 89                             | 2,191,540           | 32                             | 935,666             | 80                             | 1,871,579           |
| Other              | 14                             | 475,412             | 44                             | 1,495,886           | 14                             | 330,867             | 37                             | 836,831             |
| <b>Total</b>       | <b>94</b>                      | <b>\$17,065,165</b> | <b>277</b>                     | <b>\$41,945,037</b> | <b>91</b>                      | <b>\$11,885,666</b> | <b>258</b>                     | <b>\$29,499,493</b> |

\*( ) denotes total number of Dwelling Units

- The majority of the 2017 'Offices' value relates to an Office development valued at \$500,000 at 18 Beveridge Street, Swan Hill and a Counselling Office Building at 11 Pritchard Street, Swan Hill valued at \$1,927,058 and an Office Fit-Out valued at \$600,000 at 221-227 Beveridge Street, Swan Hill.
- The majority of the 2017 'Factories' value relates to extensions to the Swan Hill Abattoirs valued at \$1,276,144 and a pump shed at Invincible Bend Lane, Tol Tol valued at \$1,606,000.
- The majority of Unit Development relates to 40 Pickers' Accommodation Units at 5 Adcock Road, Robinvale.
- The majority of the 2017 'Warehouse' value relates to the construction of production facility at Sea Lake-Swan Hill Road, Ultima valued at \$1,300,000.
- The majority of the 2017 'Public buildings' value relates to the construction of a school administration building at Latje Road, Robinvale valued at \$2,403,606.
- Other noticeable figures include the construction of a dwelling at Magang Road, Robinvale valued at \$863,564; the construction of a warehouse at Royston Road, Tol Tol valued at \$450,000 and additions to a warehouse at Tobruk Road, Robinvale valued at \$400,000.

| <b>New Dwellings in 3<sup>rd</sup> Quarter</b> |    |             |   |
|--|----|-------------|---|
| <b>2017</b>                                    |    | <b>2016</b> |   |
| Swan Hill                                      | 11 | Swan Hill   | 8 |
| Nyah   | 1  | Nyah        | 1 |
| Lake Boga                                      | 3  | Lake Boga   | 2 |
| Robinvale                                      | 1  | Robinvale   | 3 |
| Bannerton                                      | 1  |             |   |
| Murrawee                                       | 1  |             |   |

### **Consultation**

Not applicable.

### **Financial Implications**

Currently there is similar application numbers as last year. Income is likely to be on target with budget predictions.

### **Social Implications**

Not applicable.

### **Economic Implications**

Building permit figures show an increase in the number of building permits compared to last year, which indicates an increase in development activity across the municipality.

### **Environmental Implications**

Native vegetation removal applications have been received that could have an impact on the environment. However, with every approval of native vegetation removal, vegetation offsets must be secured in order to offset the amount that was removed.

### **Risk Management Implications**

Not applicable.

### **Council Plan Strategy Addressed**

***Economic growth*** - Encourage and attract new business to our region.

### **Options**

Not applicable.

### **Recommendations**

**That Council note the Planning and Building figures for the third quarter of 2017 and the Year to Date comparisons as reported.**

## **B.17.122 SWAN HILL INDOOR SPORT AND RECREATION CENTRE BUDGET**

**Responsible Officer:** Director Development and Planning  
**File Number:** S09-20-03  
**Attachments:**  
1 Current Stadium Budget  
2 New Stadium Budget

### **Declarations of Interest:**

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

### **Summary**

This report is to present the amended 2017/18 Swan Hill Indoor Sport and Recreation Centre budget and discuss management of the centre.

### **Discussion**

The Swan Hill Indoor Sport and Recreation Centre better known as 'The Stadium' is a key sport and recreational facility in the Swan Hill region which facilitates activities for Basketball, Badminton, Squash, Fitness Classes, school based activities and major events. In addition, the AFL Central Murray Regional Administration Centre is based at the centre.

The Stadium is currently managed by a Special Committee under a delegated authority of Council under Section 86 and 88 of the Local Government Act 1989 (copy of Instrument of Delegation attached). Therefore, the Council has delegated the powers of administration and management to this committee.

For the past three years, the centre has been managed by a full time Centre Manager employed by Council who was responsible for the day to day operations and financial management of the centre (including bookings, invoicing user groups, payment of bills, setting up/packing up, opening/closing, cleaning contract, canteen contract, maintenance, minute taking etc).

As an employee of Council, the Centre Manager was paid by Council and then the wage reimbursed by the Centre Manager on behalf of the Committee of Management (COM) back to Council.

The escalating cost of the Centre Managers wage put financial pressure on the stadium finances and contributed to the inability of the committee to grow surplus funds. As a result, the COM has been unable to reduce court hire fees to encourage additional users to the facility. In addition, the COM have struggled to fulfil their obligations under the Instrument of Delegation to contribute to major maintenance and upgrades at the centre. This is despite a \$40,000 annual budget cash contribution from Council.

The Centre Manager resigned in October 2017 which has provided the opportunity to review the centre's budget and current management structure.

AFL Central Murray expressed an interest in managing The Stadium. The fact that AFL was already a tenant of the venue and there was insufficient time to assess all management options, the COM agreed to allow the AFL to manage the centre on a trial basis. The COM authorised Council to negotiate a fee for service on their behalf to manage the centre until 31 March 2018 with a review at the eight week period (first week in December).

Council met with AFL Central Murray and a fee of \$50,000 plus GST per annum pro rata over 25 weeks for 30 hours a week was agreed upon (plus an hourly rate over January as the venue normally lays idle and is rarely used during this time). It was thought that 30 hours a week would be enough time to manage the centre.

At The Stadium meeting on Wednesday 11 October, the COM moved a motion to reduce court hire fees as it was realised there would be a saving as the cost to manage the centre was reduced.

The motion was to reduce court hire fees to the following:

|   | <b>Current 2017/18 Budget</b> | <b>Revised 2017/18 Budget</b> |
|---|-------------------------------|-------------------------------|
| <b>Schools</b>  | \$30 per hour                 | \$30 per hour                 |
| <b>Badminton</b>  | \$20 per hour                 | \$20 per hour                 |
| <b>Casual Hire</b>  | \$20 per hour                 | \$20 per hour                 |
| <b>Squash</b>   | \$20 per hour                 | \$20 per hour                 |
| <b>Competition (Basketball, Badminton, Futsal, Netball)</b> | \$54.30 per hour              | \$35 per hour                 |
| <b>Training (Basketball, Badminton, Futsal, Netball)</b>    | \$30 per hour                 | \$30 per hour                 |
| <b>Ladies Tennis</b>  | \$8.00                        | \$8.00                        |

It is envisaged that the reduction in court hire fees will make it more affordable to use the venue and thus increase participation. It is anticipated that the reduction in fees will also enable clubs (eg. Basketball) to reduce their registration fees to attract participants from low socio economic backgrounds and who could not normally afford to participate.

A revised budget was developed (see attached current budget and revised budget) based on the above fees and considers a reduction in the centre management costs from \$102,000 to \$65,000. The anticipated net income is approximately \$22,000. This is compared to \$400 in the previous budget.



The funds currently in The Stadium bank account (\$47,000) is sufficient to cover outstanding monies owed to creditors.

The COM will be encouraged to save the \$22,000 estimated surplus so that there is a good buffer for unexpected expenses or for an increase in management provider costs going forth.

Council developed a Memorandum of Understanding (MOU) and met with both parties (COM and AFL) to negotiate the terms of the document. Both parties have agreed to the terms outlined in the agreement and signatures are now pending (see copy attached).

While AFL is managing the day to day operations of The Stadium, user groups are expected to take on some added responsibility eg. locking up after hours.

In addition, the COM will be required to become more involved and play a lead role in managing the AFL to ensure The Stadium is run in a safe and efficient manner and that obligations as per the Instrument of Delegation are fulfilled. This may pose a challenge to the COM as in the past the Centre Manager (who was employed by Council) completed all duties (including organising meeting agendas and minutes).

The budget will need to be reviewed again in March 2018 once future management of the centre becomes clearer.

### **Consultation**

Swan Hill Basketball Association  
Swan Hill Badminton Association  
Swan Hill Squash Club  
AFL Central Murray

### **Financial Implications**

The revised budget will result in reduced fees to user groups and a surplus of approximately \$22,000. However, management costs of the centre could increase after March 2018, therefore the budget will need to be reviewed again at this time.

### **Social Implications**

The Stadium provides social and health and well being opportunities for the community.

### **Economic Implications**

Nil.

### **Environmental Implications**

Nil.

### **Risk Management Implications**

The committee of management need to ensure The Stadium is managed and operated in a safe manner.

### **Council Plan Strategy Addressed**

***Community enrichment*** - Provide services and support initiatives that create a Healthy and Safe Community.

### **Options**

1. Council can accept the revised budget.
2. Council can reject the revised budget

### **Recommendation**

**That Council accept the revised budget with another review of the budget to be completed in March 2018 when a long term management option for the centre is confirmed.**

|                         |  | <u>Jul 17 - Jun 18</u>  |
|-------------------------|--|-------------------------|
| Ordinary Income/Expense |  |                         |
|                         | Income                                   |                         |
|                         | AFL Central Murray                       |                         |
|                         | AFL C.M - Office Rental                  | 1,696.44                |
|                         | AFL Power Usage                          | 709.92                  |
|                         | Central Murray FNL                       | 499.98                  |
|                         | Total AFL Central Murray                 | <u>2,906.34</u>         |
|                         | <b>Competitions</b>                      |                         |
|                         | <b>Badminton</b>                         |                         |
|                         | <b>Juniors &amp; Seniors</b>             | <b>8,916.00</b>         |
|                         | <b>Summer</b>                            | <b>552</b>              |
|                         | <b>Veteran's T'ment</b>                  | <b>3,150.00</b>         |
|                         | <b>Total Badminton</b>                   | <b><u>12,618.00</u></b> |
|                         | <b>Basketball</b>                        |                         |
|                         | <b>1. Association Competitions</b>       |                         |
|                         | Boys                                     | 12,982.00               |
|                         | <b>Finals Series</b>                     | <b>1,678.00</b>         |
|                         | Girls                                    | 8,799.00                |
|                         | Open                                     | 5,541.00                |
|                         | Winter - Jnr's                           | 4,274.54                |
|                         | <b>Total 1. Association Competitions</b> | <b><u>33,274.54</u></b> |
|                         | <b>2. Association Training</b>           |                         |
|                         | C.B.L.(Women)                            | 530                     |
|                         | Domestic                                 | 1,227.00                |
|                         | Squad                                    | 3,700.00                |
|                         | <b>Total 2. Association Training</b>     | <b><u>5,457.00</u></b>  |
|                         | <b>3. Association Events</b>             |                         |
|                         | <b>C.B.L.(Women)</b>                     | <b>1,014.55</b>         |
|                         | <b>Junior Tournament</b>                 | <b>4,541.45</b>         |
|                         | <b>Total 3. Association Events</b>       | <b><u>5,556.00</u></b>  |
|                         | <b>4. Sundries</b>                       |                         |
|                         | Academy Training                         | 750                     |
|                         | <b>Total 4. Sundries</b>                 | <b><u>750</u></b>       |
|                         | <b>5. Basketball Vic</b>                 | <b>1,000.00</b>         |
|                         | <b>Total Basketball</b>                  | <b><u>46,037.54</u></b> |
|                         | Casual Hire                              | 1,499.96                |
|                         | <b>Futsal</b>                            |                         |
|                         | <b>Jnr. Futsal Competition</b>           | <b>3,652.92</b>         |
|                         | <b>School Comp</b>                       | <b>1,824.00</b>         |
|                         | <b>Total Futsal</b>                      | <b><u>5,476.92</u></b>  |
|                         | Levies                                   |                         |
|                         | Annual Participation Levy                |                         |
|                         | 2. Badminton                             | 120                     |
|                         | 3. Basketball                            | 400                     |
|                         | 5A. Futsal - Junior                      | 160                     |
|                         | 5C. Futsal - School                      | 40                      |
|                         | 7. Squash                                | 40                      |
|                         | <b>Total Annual Participation Levy</b>   | <b><u>760</u></b>       |
|                         | Total Levies                             | 760                     |
|                         | Netball                                  |                         |
|                         | 1. Night Comps.                          |                         |
|                         | Team Fees                                | 27,729.99               |
|                         | <b>Total 1. Night Comps.</b>             | <b><u>27,729.99</u></b> |

|              |                                 |                   |
|--------------|---------------------------------|-------------------|
|              | Total Netball                   | 27,729.99         |
|              | Schools                         |                   |
|              | Normal Usage                    | 1,411.30          |
|              | Special School Events           | 2,799.94          |
|              | Total Schools                   | <u>4,211.24</u>   |
|              | Squash                          |                   |
|              | Ass'n Comp                      | 3,999.93          |
|              | Casual                          | 615               |
|              | Junior                          | 149.93            |
|              | Total Squash                    | <u>4,764.86</u>   |
|              | Tennis                          |                   |
|              | Ladies                          | 1,299.98          |
|              | Total Tennis                    | <u>1,299.98</u>   |
|              | Total Competitions              | 104,398.49        |
|              | Council Support                 |                   |
|              | Annual Contribution             | 40,000.00         |
|              | Total Council Support           | <u>40,000.00</u>  |
|              | Group Fitness                   | 4,320.00          |
|              | Kiosk                           |                   |
|              | Equipment Lease                 | 1,500.00          |
|              | Licence Fee                     | 1,500.00          |
|              | Power Usage Recoup              | 1,599.96          |
|              | Total Kiosk                     | <u>4,599.96</u>   |
|              | Sponsorship/Grants              |                   |
|              | Bench Signs                     | 1,399.92          |
|              | Wall Signs                      | 5,499.96          |
|              | Total Sponsorship/Grants        | <u>6,899.88</u>   |
|              | Sundries                        |                   |
|              | Interest                        | 199.92            |
|              | Total Sundries                  | <u>199.92</u>     |
|              | Volleyball                      | <u>199.92</u>     |
|              | Total Income                    | <u>163,524.51</u> |
| Gross Profit |                                 | <u>163,524.51</u> |
| Expense      |                                 |                   |
|              | Administration                  |                   |
|              | Book Keeping & Admin Expenses   | 499.92            |
|              | Office & Stationary Expenses    | 1,039.20          |
|              | Total Administration            | <u>1,539.12</u>   |
|              | Bank Charges                    | 120               |
|              | Cleaning                        |                   |
|              | Contractor                      | 17,999.96         |
|              | Materials                       | 999.96            |
|              | Outside Area                    | 999.96            |
|              | Sanitary Service                | 2,101.20          |
|              | Waste Removal                   | 1,599.96          |
|              | Total Cleaning                  | <u>23,701.04</u>  |
|              | Competition                     |                   |
|              | Netball Exp.                    |                   |
|              | a. Night Comps.                 |                   |
|              | Internet Costs - Sporting Pulse | 199.92            |
|              | Netball Vic. fees               | 300               |
|              | Netballs                        | 199.92            |
|              | Stationery                      | 79.92             |
|              | Team Insurance                  | 4,999.98          |
|              | Trophies                        | 799.98            |
|              | Total a. Night Comps.           | <u>6,579.72</u>   |
|              | Total Netball Exp.              | <u>6,579.72</u>   |

|                                |                          |
|--------------------------------|--------------------------|
| Tennis Costs                   | 30                       |
| Total Competition              | <u>6,609.72</u>          |
| <b>Council - Managers Wage</b> | <b>102,049.92</b>        |
| Professional Fees              |                          |
| Accounting                     | 399.96                   |
| Audit                          | 820                      |
| Total Professional Fees        | <u>1,219.96</u>          |
| Repairs/Maintenance            |                          |
| Building                       | 3,075.00                 |
| Courts                         | 3,200.00                 |
| Total Repairs/Maintenance      | <u>6,275.00</u>          |
| Staff                          |                          |
| Payroll Exp.                   |                          |
| Payroll                        | 4,999.92                 |
| Super - M. Purtil              | 900                      |
| Total Payroll Exp.             | <u>5,899.92</u>          |
| Workcover                      | 799.92                   |
| Total Staff                    | <u>6,699.84</u>          |
| Telephone                      |                          |
| All Phone Costs                | 2,499.96                 |
| Total Telephone                | <u>2,499.96</u>          |
| Utility                        |                          |
| Fuel/Lighting                  |                          |
| Gas                            | 469.92                   |
| Power                          | 8,724.00                 |
| Total Fuel/Lighting            | <u>9,193.92</u>          |
| Water Rates                    | 3,199.92                 |
| Total Utility                  | <u>12,393.84</u>         |
| <b>Total Expense</b>           | <b><u>163,108.40</u></b> |
| <b>Net Ordinary Income</b>     | <b><u>416.11</u></b>     |
| <b>Net Income</b>              | <b><u>416.11</u></b>     |

11:22 AM  
10/30/17  
Accrual Basis

SWAN HILL INDOOR SPORT & RECREATION CENTRE  
Profit & Loss Budget Overview  
July 2017 through June 2018

|                                    | Jul 17 - Jun 18 |
|------------------------------------|-----------------|
| Ordinary Income/Expense            |                 |
| Income                             |                 |
| AFL Central Murray                 |                 |
| AFL C.M - Office Rental            | 1,696.44        |
| AFL Power Usage                    | 709.92          |
| Central Murray FNL                 | 499.98          |
| Total AFL Central Murray           | 2,906.34        |
| <b>Competitions</b>                |                 |
| <b>Badminton</b>                   |                 |
| Juniors & Seniors                  | 7,014.54        |
| Summer                             | 552.00          |
| Veteran's T'ment                   | 3,150.00        |
| Total Badminton                    | 10,716.54       |
| <b>Basketball</b>                  |                 |
| 1. Association Competitions        |                 |
| Boys                               | 9,528.00        |
| Finals Series                      | 1,081.58        |
| Girls                              | 5,671.55        |
| Open                               | 3,571.38        |
| Winter - Jnr's                     | 3,514.88        |
| Total 1. Association Competitio... | 23,367.39       |
| 2. Association Training            |                 |
| C.B.L.(Women)                      | 530.00          |
| Domestic                           | 1,227.00        |
| Squad                              | 3,700.00        |
| Total 2. Association Training      | 5,457.00        |
| 3. Association Events              |                 |
| C.B.L. (Men)                       | 653.95          |
| C.B.L.(Women)                      | 653.95          |
| Junior Tournament                  | 2,927.27        |
| Total 3. Association Events        | 4,235.17        |
| 4. Sundries                        |                 |
| Academy Training                   | 750.00          |
| Total 4. Sundries                  | 750.00          |
| 5. Basketball Vic                  | 1,000.00        |
| Total Basketball                   | 34,809.56       |
| Casual Hire                        | 1,499.96        |
| <b>Futsal</b>                      |                 |
| Jnr. Futsal Competition            | 2,354.56        |
| School Comp                        | 1,824.00        |
| Total Futsal                       | 4,178.56        |



11:22 AM  
10/30/17  
Accrual Basis

SWAN HILL INDOOR SPORT & RECREATION CENTRE  
Profit & Loss Budget Overview  
July 2017 through June 2018

|                                 | Jul 17 - Jun 18  |
|---------------------------------|------------------|
| <b>Levies</b>                   |                  |
| Annual Participation Levy       |                  |
| 2. Badminton                    | 120.00           |
| 3. Basketball                   | 400.00           |
| 5A. Futsal - Junior             | 160.00           |
| 5C. Futsal - School             | 40.00            |
| 7. Squash                       | 40.00            |
| Total Annual Participation Levy | <u>760.00</u>    |
| <b>Total Levies</b>             | 760.00           |
| <b>Netball</b>                  |                  |
| 1. Night Comps.                 |                  |
| Team Fees                       | 27,729.99        |
| Total 1. Night Comps.           | <u>27,729.99</u> |
| <b>Total Netball</b>            | 27,729.99        |
| <b>Schools</b>                  |                  |
| Normal Usage                    | 1,411.30         |
| Special School Events           | 2,799.94         |
| <b>Total Schools</b>            | <u>4,211.24</u>  |
| <b>Squash</b>                   |                  |
| Ass'n Comp                      | 3,999.93         |
| Casual                          | 615.00           |
| Junior                          | 149.93           |
| <b>Total Squash</b>             | <u>4,764.86</u>  |
| <b>Tennis</b>                   |                  |
| Ladies                          | 1,299.98         |
| <b>Total Tennis</b>             | <u>1,299.98</u>  |
| <b>Total Competitions</b>       | 89,970.69        |
| <b>Council Support</b>          |                  |
| Annual Contribution             | 40,000.00        |
| <b>Total Council Support</b>    | 40,000.00        |
| <b>Group Fitness</b>            | 4,320.00         |
| <b>Kiosk</b>                    |                  |
| Equipment Lease                 | 1,500.00         |
| Licence Fee                     | 1,500.00         |
| Power Usage Recoup              | 1,599.96         |
| <b>Total Kiosk</b>              | <u>4,599.96</u>  |
| <b>Sponsorship/Grants</b>       |                  |
| Bench Signs                     | 1,399.92         |
| Wall Signs                      | 5,499.96         |
| <b>Total Sponsorship/Grants</b> | <u>6,899.88</u>  |
| <b>Sundries</b>                 |                  |
| Interest                        | 199.92           |
| <b>Total Sundries</b>           | <u>199.92</u>    |

11:22 AM  
10/30/17  
Accrual Basis

SWAN HILL INDOOR SPORT & RECREATION CENTRE  
Profit & Loss Budget Overview  
July 2017 through June 2018

|                                  | Jul 17 - Jun 18   |
|----------------------------------|-------------------|
| Volleyball                       | 199.92            |
| <b>Total Income</b>              | <b>149,096.71</b> |
| <b>Gross Profit</b>              | <b>149,096.71</b> |
| <b>Expense</b>                   |                   |
| <b>Administration</b>            |                   |
| Book Keeping & Admin Expenses    | 499.92            |
| Office & Stationary Expenses     | 1,039.20          |
| <b>Total Administration</b>      | <b>1,539.12</b>   |
| Bank Charges                     | 120.00            |
| <b>Cleaning</b>                  |                   |
| Contractor                       | 17,999.96         |
| Materials                        | 999.96            |
| Outside Area                     | 999.96            |
| Sanitary Service                 | 2,101.20          |
| Waste Removal                    | 1,599.96          |
| <b>Total Cleaning</b>            | <b>23,701.04</b>  |
| <b>Competition</b>               |                   |
| <b>Netball Exp.</b>              |                   |
| <b>a. Night Comps.</b>           |                   |
| Internet Costs - Sporting Pulse  | 199.92            |
| Netball Vic. fees                | 300.00            |
| Netballs                         | 199.92            |
| Stationery                       | 79.92             |
| Team Insurance                   | 4,999.98          |
| Trophies                         | 799.98            |
| <b>Total a. Night Comps.</b>     | <b>6,579.72</b>   |
| <b>Total Netball Exp.</b>        | <b>6,579.72</b>   |
| Tennis Costs                     | 30.00             |
| <b>Total Competition</b>         | <b>6,609.72</b>   |
| <b>Council - Managers Wage</b>   | <b>65,692.20</b>  |
| <b>Professional Fees</b>         |                   |
| Accounting                       | 399.96            |
| Audit                            | 820.00            |
| <b>Total Professional Fees</b>   | <b>1,219.96</b>   |
| <b>Repairs/Maintenance</b>       |                   |
| Building                         | 3,075.00          |
| Courts                           | 3,200.00          |
| <b>Total Repairs/Maintenance</b> | <b>6,275.00</b>   |
| <b>Staff</b>                     |                   |
| <b>Payroll Exp.</b>              |                   |
| Payroll                          | 4,999.92          |
| Super - M. Purtil                | 900.00            |
| <b>Total Payroll Exp.</b>        | <b>5,899.92</b>   |
| Workcover                        | 799.92            |
| <b>Total Staff</b>               | <b>6,699.84</b>   |

11:22 AM  
10/30/17  
Accrual Basis

SWAN HILL INDOOR SPORT & RECREATION CENTRE  
Profit & Loss Budget Overview  
July 2017 through June 2018

|                            | Jul 17 - Jun 18   |
|----------------------------|-------------------|
| Telephone                  |                   |
| All Phone Costs            | 2,499.96          |
| Total Telephone            | 2,499.96          |
| Utility                    |                   |
| Fuel/Lighting              |                   |
| Gas                        | 469.92            |
| Power                      | 8,724.00          |
| Total Fuel/Lighting        | 9,193.92          |
| Water Rates                | 3,199.92          |
| Total Utility              | 12,393.84         |
| <b>Total Expense</b>       | <b>126,750.68</b> |
| <b>Net Ordinary Income</b> | <b>22,346.03</b>  |
| <b>Net Income</b>          | <b>22,346.03</b>  |

### **B.17.123 SLATER MEMORIAL PLAQUE**

**Responsible Officer:** Chief Executive Officer  
**File Number:** S-01-03-01  
**Attachments:** 1 Letter from Residents and Ratepayers Association

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

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

#### **Summary**

Council has received correspondence from Residents and Ratepayers Association on the 12 October 2017 seeking an in principal agreement to install a memorial plaque in remembrance of Joan Slater and her tireless work in the community, especially in acquiring bus shelters for the Municipality.

#### **Discussion**

The Residents and Ratepayers Association are asking that Council consider a small plaque no bigger than the manufacturers' compliance plate with a simple inscription that reads "In memory of Joan Slater".

If Council was to agree to the suggestion, then the Residents and Ratepayers Association would suggest an appropriate location to place the plaque.

#### **Consultation**

The bus shelters in the Municipality have a number of different owners depending on the location. The shelters could be owned by Council, Public Transport Victoria or private rate payers, so depending on the suggested location consultation would be needed with the appropriate owner of that bus shelter if not Council owned.

#### **Financial Implications**

Costs would be associated with the purchase and installation of the plaque.

#### **Social Implications**

Not applicable for this item.

#### **Economic Implications**

Not applicable for this item.

### **Environmental Implications**

Not applicable for this item.

### **Risk Management Implications**

Not applicable for this item.

### **Council Plan Strategy Addressed**

***Community enrichment*** - Help all people to find a place in our community.

### **Options**

Council may choose to approve or not approve the in principal agreement to install a memorial plaque in remembrance of Joan Slater at an appropriate bus shelter.

### **Recommendation**

**That Council approve the in principal agreement to install a memorial plaque in remembrance of Joan Slater at an appropriate bus shelter.**

**RESIDENTS & RATEPAYERS ASSOCIATION INC - A0057050E**  
COMMUNITY ADVOCACY | PRESERVING DEMOCRACY | PROMOTING COMMUNITY AND OPEN COUNCIL DEBATE

President: Robyn Wilkie  
Swan Hill VIC 3585  
Telephone : 5032 3327  
Email : [president@rra.org.au](mailto:president@rra.org.au)


Secretary: Roger Day  
75 McCallum Street, SWAN HILL VIC 3585  
Telephone : 5032 9166  
Email : [secretary@rra.org.au](mailto:secretary@rra.org.au)

17-42

Tuesday 10 October 2017

John McLinden  
CEO  
Swan Hill Rural City Council  
45 Splatt Street  
Swan Hill Vic 3215

12 OCT 2017

|            |          |   |
|------------|----------|---|
| Date Rec'd | File #   | 501-03-01   |
| Workflow   | Doc #    |   |
| Copies     | Security |  |
| RW / Col   |          |   |
| Comments   |          |   |

Dear John,

**Re: Memorial Plaque for Joan Slater.**

At last Tuesday's Residents and Ratepayers Association meeting, it was unanimously voted on by those members present, that we write to Council to seek an in principal agreement regarding the installation of a memorial plaque for Joan Slater.

Because of the tireless work Joan put in to the Community and especially in the area of Bus Shelters, the Association would love to see some sort of public acknowledgement for Joan now that she has passed away. It was at this meeting, that the idea of a memorial plaque was mooted.

It would only need to be a small plaque, probably no bigger than the manufacturers compliance plate, with an inscription that perhaps simply reads "In memory of Joan Slater ". If this is agreeable to Council we would then need to identify the appropriate Shelter to place it in. This would of course be done in consultation with Council.

Some suggestions at the meeting were the Shelter in Chapman Street, or even the yet to be constructed Transit Shelter in Campbell Street (or whatever location it is finally built in). If this idea does or doesn't find agreement with our Councillors, please reply at your earliest convenience.

Just to let you know, both Robyn and myself are determined to be present at next week's 6pm Council meeting.

I look forward to your reply.

Yours sincerely,



Roger Day  
Secretary  
Residents & Ratepayers Association



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

### **C.17.17 COUNCILLOR ASSEMBLIES - RECORD OF ATTENDANCE AND AGENDA ITEMS**

**Responsible Officer:** Chief Executive Officer  
**File Number:** S15-05-06  
**Attachments:** 1 Councillor - Record of Attendance and Agenda Items

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

John McLinden - 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*** - Effective advocacy and 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  
24 October 2017 at 1.00pm, Swan Hill Town Hall, Council Chambers**

**AGENDA ITEMS**

- Discussion/Distribution of the 10 year Major Project Plan
- Slater Park, McCallum Street, Swan Hill
- Recreation Reserve Masterplan
- Off Leash area
- Tower Hill update
- River Road / Palaroo Street Speed Reduction
- Update Health Prescient Plan Consultation and Medical Precinct Parking
- Economic Development Strategy 2017-2022
- Robinvale Caravan Park
- Hutchins Memorial Plaque
- Woorinen FNC request for financial assistance

**ADDITIONAL ITEMS DISCUSSED**

- Nil

**ATTENDANCE**

Councillors

- Cr Les McPhee
- Cr Chris Jeffery
- Cr Bill Moar
- Cr John Katis
- Cr Ann Young
- Cr Gary Norton
- Cr Lea Johnson

**Apologies**

- 

**OFFICERS**

- John McLinden, Chief Executive Officer
- David Lenton, Director Corporate Services
- Stan Antczak, Acting Director Infrastructure
- Heather Green, Director Development and Planning
- Dallas Free, Works Manager
- Meagan Monk, Community Recreation & Grants Officer
- Ken Symons, Commercial Services Coordinator
- Mazen Aldaghstani, Engineering Projects & Assets Manager
- Stefan Louw, Development Manager
- Muriel Scholz, Senior Economic Development Officer
- Felicity O'Rourke, Community Planning Officer

Other

- Peter Crisp MLA Member for Mallee
- Dean Morpeth, Woorinen Football Netball Club

**CONFLICT OF INTEREST**

- Nil

**COUNCILLOR ASSEMBLIES ATTENDANCE AND AGENDA  
31 October 2017 at 12.00pm, Swan Hill Town Hall, Council Chambers**

**AGENDA ITEMS**

- 2018-19 Budget Discussion/Review of Projects
- Dewatered Rural properties presentation
- Drag Strip up-date

**ADDITIONAL ITEMS DISCUSSED**

- 

**ATTENDANCE**

Councillors

- Cr Les McPhee
- Cr Chris Jeffery
- Cr Bill Moar
- Cr John Katis
- Cr Ann Young
- Cr Gary Norton
- Cr Lea Johnson

**Apologies**

- 
- 

**OFFICERS**

- John McLinden, Chief Executive Officer
- Bruce Myers, Director Community & Cultural Services
- David Lenton, Director Corporate Services
- Stan Antczak, Acting Director Infrastructure
- Heather Green, Director Development and Planning
- Stefan Louw, Development Manager

Other

**CONFLICT OF INTEREST**

-

**COUNCILLOR ASSEMBLIES ATTENDANCE AND AGENDA  
14 November 2017 at 1.00pm, Swan Hill Town Hall, Council Chambers**

**AGENDA ITEMS**

- Councillor Only Session
- 2018-19 Budget - 10 Year Major Projects Plan Final Discussion
- Procurement Policy
- Best Value Report
- Swan Hill Indoor Sport and Recreation Centre Budget
- Local Ambassador Program

**ADDITIONAL ITEMS DISCUSSED**

- 

**ATTENDANCE**

Councillors

- Cr Les McPhee
- Cr Chris Jeffery
- Cr Bill Moar
- Cr John Katis
- Cr Ann Young
- Cr Gary Norton
- Cr Lea Johnson

**Apologies**

- 

**OFFICERS**

- John McLinden, Chief Executive Officer
- Bruce Myers, Director Community & Cultural Services
- David Lenton, Director Corporate Services
- Stan Antczak, Acting Director Infrastructure
- Helen Morris, Acting Director Development and Planning
- Warren Snyder, Finance Manager
- Jessica Warburton, General Manager Pioneer Settlement
- Meagan Monk, Community Recreation & Grants Officer

Other

**CONFLICT OF INTEREST**

-

### **C.17.18 SIGN & SEAL REPORT**

**Responsible Officer:** Chief Executive Officer

**Attachments:** Nil.

**Declarations of Interest:**

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

#### **Summary**

The following documents and agreements have been signed and sealed by the Councillors and the Chief Executive Officer on the respective dates. Those actions require the ratification of the Council.

#### **Discussion**

During the course of any month Council is required to sign and seal a range of documents arising from decisions made on a previous occasion(s). Examples include sale of land, entering into funding arrangements for Council programs etc.

As the decision to enter into these agreements has already been made, these documents are signed and sealed when received, with Council ratifying the signing and sealing at the next Council meeting.

#### **Consultation**

Not applicable

#### **Financial Implications**

Not applicable

#### **Social Implications**

Not applicable

#### **Economic Implications**

Not applicable

#### **Environmental Implications**

Not applicable

#### **Risk Management Implications**

Not applicable



**DECISIONS WHICH NEED ACTION/RATIFICATION**

21 November 2017

**Background**

During the course of any month Council is required to sign and seal a range of documents arising from decisions made on a previous occasion(s). Examples include sale of land, entering into funding arrangements for Council programs etc.

As the decision to enter into these agreements has already been made, these documents are signed and sealed when received, with Council ratifying the signing and sealing at the next Council meeting.

**Issues**

The following documents were signed and sealed since the last Council meeting:

| No. | Document Type  | Document Description   | Date signed/ sealed |
|-----|--|--|---------------------|
| 849 | Change Trustee Local Gov Vehicle Funding   | SHRCC & National Australia Trustees Ltd 7 NAB Trust Services | 17-10-17            |
| 850 | Transfer of Land<br>Volume 09538 Folio 838   | Between SHRCC & Byrne  | 17-10-17            |
| 851 | Transfer of Land<br>Volume 03813 Folio 576   | Between SHRCC & Brooks                                       | 25-10-17            |
| 852 | Transfer of Land<br>Volume 07695 Folio 048   | Between SHRCC & Williams                                     | 26-10-17            |
| 853 | Transfer of Land<br>Volume 11855 Folio 910   | Between SHRCC & Hinton Building Pty Ltd                      | 8-11-17             |
| 854 | Transfer of Land<br>Volume 11855 Folio 915   | Between SHRCC & Hinton Building Pty Ltd                      | 8-11-17             |
| 855 | Transfer of Land<br>Volume 11855 Folio 919   | Between SHRCC & Hinton Building Pty Ltd                      | 8-11-17             |
| 856 | Transfer of Land<br>Volume 11855 Folio 924   | Between SHRCC & Hinton Building Pty Ltd                      | 8-11-17             |
| 857 | Transfer of Land<br>Volume 11855 Folio 927   | Between SHRCC & Hinton Building Pty Ltd                      | 8-11-17             |
| 858 | Transfer of Land<br>Heywood Lake Title Allocation  | Between SHRCC & Chislett Developments                        | 14-11-17            |
| 859 | 172 Agreement for ongoing ownership and maintenance responsibilities (private infrastructure – pipeline in | Between SHRCC & Immuto Fleur Nominees Pty Ltd                | 14-11-17            |

**DECISIONS WHICH NEED ACTION/RATIFICATION**

21 November 2017

|  |   |  |  |
|--|---|--|--|
|  | Councils Road Reserve Land:<br>CA 97, 98, 99, 101 and 102<br>Piangil) |  |  |
|--|---|--|--|

**Conclusion**

Council authorise the signing and sealing of the above documents.

**Recommendation**

**That Council notes the actions of signing and sealing the documents under delegation as scheduled.**

**SECTION D – NOTICES OF MOTION**

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

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

## **SECTION G – IN CAMERA ITEMS**

### **Recommendation**

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

- B.17.124 IN CAMERA CONSIDERATION OF CONFIDENTIAL REPORT**
- B.17.125 IN CAMERA CONSIDERATION OF CONFIDENTIAL REPORT**
- B.17.126 IN CAMERA CONSIDERATION OF CONFIDENTIAL REPORT**