



MINUTES

ORDINARY MEETING OF COUNCIL

Tuesday, 21 November 2017

Held at the Swan Hill Town Hall,
Meeting Room 1
McCallum Street, Swan Hill
Commenced 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

Confirmed 20 December 2017

Chairperson.....

SECTION A – PROCEDURAL MATTERS	4
SECTION B – REPORTS.....	6
B.17.112 QUARTERLY REVIEW OF FINANCIAL PERFORMANCE AND FINANCIAL POSITION TO 30 SEPTEMBER 2017	6
B.17.113 2016/17 BEST VALUE REPORT - INCLUDING LOCAL GOVERNMENT PERFORMANCE REPORTING FRAMEWORK INDICATORS.....	11
B.17.114 PROCUREMENT POLICY	38
B.17.115 HUTCHINS BROTHERS MEMORIAL	60
B.17.116 WOORINEN FOOTBALL NETBALL CLUB REQUEST FOR FINANCIAL ASSISTANCE	63
B.17.117 BUILDING FEES AND CHARGES	70
B.17.118 OFF-LEASH DOG AREAS	74
B.17.119 ECONOMIC DEVELOPMENT STRATEGY 2017 - 2022.....	109
B.17.120 2017/18 COMMUNITY DEVELOPMENT FUNDING PROGRAM	152
B.17.121 QUARTERLY PLANNING AND BUILDING FIGURES – 3RD QUARTER 2017	163
B.17.122 SWAN HILL INDOOR SPORT AND RECREATION CENTRE BUDGET.....	168
B.17.123 SLATER MEMORIAL PLAQUE	179
SECTION C – DECISIONS WHICH NEED ACTION/RATIFICATION	183
C.17.17 COUNCILLOR ASSEMBLIES - RECORD OF ATTENDANCE AND AGENDA ITEMS	183
C.17.18 SIGN & SEAL REPORT	188
SECTION D – NOTICES OF MOTION.....	191
SECTION E – URGENT ITEMS NOT INCLUDED IN AGENDA.....	192
B.17.127 SWAN HILL HEALTH PRECINCT	192
SECTION G – IN CAMERA ITEMS	305
B.17.124 IN CAMERA CONSIDERATION OF CONFIDENTIAL REPORT	305
B.17.125 IN CAMERA CONSIDERATION OF CONFIDENTIAL REPORT	305
B.17.126 IN CAMERA CONSIDERATION OF CONFIDENTIAL REPORT	305
SECTION H – DECISIONS MADE IN CAMERA	306
B.17.124 TOWER HILL ESTATE UPDATE.....	306
B.17.125 TRANSFER OF LEASE ROBINVALE CARAVAN PARK.....	307

B.17.126 RENT REVIEW AND CAPITAL EXPENDITURE PROGRAM
ROBINVALE CARAVAN PARK.....307

SECTION A – PROCEDURAL MATTERS

- **Open**

Mayor, Cr Les McPhee assumed the chair and declared the meeting open at 4pm.

- **Acknowledgement of Country**

Mayor, Cr Les McPhee read the Acknowledgement of Country.

- **Prayer**

Cr Lea Johnson read the prayer.

- **Apologies**

Cr Bill Moar

61/17 Motion

MOVED Cr Johnson

That the apologies be accepted.

SECONDED Cr Jeffery

The Motion was put and CARRIED

- **Confirmation of Minutes**

- 1) Ordinary Meeting held on 17 October 2017
- 2) Extraordinary Council Meeting held on 14 November 2017 (Statutory Meeting)

62/17 Motion

MOVED Cr Young

That the minutes be confirmed.

SECONDED Cr Johnson

The Motion was put and CARRIED

- **Declarations of Conflict of Interest**

Cr Chris Jeffery and Cr Lea Johnson in item B.17.120 2017/18 Community Development Funding Program, as the organisations that they work for are recommended to benefit from this program.

- **Receptions and Reading of Petitions, Memorials, Joint Letters and Deputations**

Nil

- **Public Question Time**

Nil

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

REPORTS

21 November 2017

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

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.

63/17 Motion

MOVED Cr Norton

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

SECONDED Cr Jeffery

The Motion was put and CARRIED

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

	Actual Year To Date 30/09/2017 \$000	Budget Year To Date 30/09/2017 \$000	\$ Variance To Budget \$000	% Variance To Budget	Original Annual Budget 2017/18 \$000	Notes
OPERATING INCOME :-						
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
TOTAL INCOME	33,045	33,531	(486)	-1.4%	54,207	
OPERATING EXPENSES (Excluding Depreciation) :-						
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
TOTAL OPERATING EXPENSES (Excl. Depn.)	8,874	9,834	(960)	-9.8%	37,828	
OPERATING RESULT (Excl. Depn.)	24,171	23,697	474	2.0%	16,379	
CAPITAL ITEMS :-						
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	
SURPLUS (DEFICIT) AFTER CAPITAL ITEMS	22,501	20,317	2,184	11%	(501)	
ADD FINANCING TRANSACTIONS						
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	
TOTAL FINANCING TRANSACTIONS	3,374	3,328	47	1.4%	557	
BUDGET RESULT SURPLUS	25,875	23,644	2,231	9.4%	56	

- 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 Actual As At 30/09/2017 \$000	Last Year Actual As At 30/09/2016 \$000	\$ Movement Y.T.D. \$000	% Movement Y.T.D.	Budget As At End 2017/18 \$000
CURRENT ASSETS:-					
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
TOTAL CURRENT ASSETS	46,871	39,588	7,283	18.4%	17,216
CURRENT LIABILITIES:-					
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
TOTAL CURRENT LIABILITIES	8,956	9,829	(873)	-8.9%	8,240
NET CURRENT ASSETS	37,915	29,759	8,156	27.4%	8,976
NON-CURRENT ASSETS:-					
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
TOTAL NON-CURRENT ASSETS	442,298	441,822	476	0.1%	467,832
NON-CURRENT LIABILITIES:-					
Interest Bearing Loans & Borrowings	6,424	7,336	(912)	-12.4%	7,379
Provisions	1,700	1,995	(295)	-14.8%	1,729
TOTAL NON-CURRENT LIABILITIES	8,124	9,331	(1,207)	-12.9%	9,108
TOTAL NET ASSETS	472,089	462,250	9,839	2.1%	467,700
EQUITY:-					
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
TOTAL EQUITY	472,089	462,250	9,839	2.1%	467,700

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.

SECTION B - REPORTS

21 November 2017

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
Total	47	32	61	-	140
Achieved in 2016/17	33%	23%	44%	0%	100%
Achieved in 2015/16	25%	54%	20%	1%	100%

Service Group	Number of standards/indicators			Total
	Within expected range	Outside expected range	Not applicable	
LGPRF				
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
Total	37	4	0	41
Achieved in 2016/17	90%	10%	0%	100%

Consultation

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

Financial Implications

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.

64/17 Motion

MOVED Cr Jeffery

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

SECONDED Cr Young

The Motion was put and CARRIED

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
Total	47	32	61	-	140
Achieved in 2016/17	33%	23%	44%	0%	100%
Achieved in 2015/16	25%	54%	20%	1%	100%

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
Total	37	4	0	41
Achieved in 2016/17	90%	10%	0%	100%

Transport Services

(Report adopted by Council December 2002)

Programs included within this service group:

Footpaths

Aerodromes

Roads - sealed and unsealed

Footpaths				
Quality/Cost Standard	Target	2016/17	2015/16	2014/15
Grinding metres/year	100	26 ⁽¹⁾	93	136
Replacement square metres/year	1,500	1,295	1,720	172
Average response time to address service requests <i>Weeks</i>	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 Total cost to maintain footpaths / Total square metres of footpaths	\$2.20	\$1.02 ⁽²⁾	\$2.13	\$2.03

Variance comments:

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

⁽²⁾ 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 Cost increase in Net Operating Result does not exceed 6% to previous year.	6%	8% ⁽¹⁾	15%	(12%)

Variance comment:

⁽¹⁾ 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

Roads				
Quality/Cost Standard	Target	2016/17	2015/16	2014/15
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: <ul style="list-style-type: none"> • Sealed roads • Unsealed roads 	90 100	119 ⁽²⁾ 198 ⁽²⁾	88 122	89 111
Average cost to re-sheet a square metre of unsealed road Total cost of re-sheeting / Square metre of re-sheeting	\$4.20	\$4.90 ⁽¹⁾	\$4.85	\$4.47
LGPRF Indicator	Target	2016/17	2015/16	2014/15
Sealed local road requests Number of sealed local road requests per 100 kilometres of sealed local roads. Expected range: 10 to 120 requests.	10-120	13.43 ⁽²⁾	9.93*	6.50
Sealed local roads below the intervention level Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads. Expected range: 80 - 100%	80-100%	98.31%	98.42%	97.00%
Cost of sealed local road reconstruction Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed. Expected range: \$20 - \$200.	\$20 - \$200	\$29.04	\$26.93*	\$25.24
Cost of sealed local road resealing Direct cost of sealed local road resealing / Square metres of sealed local roads resealed. Expected range: \$4 - \$30.	\$4 - \$30	\$3.96	\$4.05	\$4.13
Satisfaction with sealed local roads Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads. Expected range: 50 - 100.	50-100	49	48	52

Variance comments:

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

⁽²⁾ 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 Including licensing, children’s regs and accreditation	100%	100%	100%	100%
Average cost to families per hour of care	\$3.87	\$4.20 ⁽¹⁾	\$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 Including licensing, children’s regs and accreditation	100%	100%	100%	100%
Average cost to families per hour of care	\$3.65	\$5.80 ⁽²⁾	\$3.93	\$3.68

Variance comments:

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

⁽²⁾ 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

Maternal and Child Health				
Quality/Cost Standard	Target	2016/17	2015/16	2014/15
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 ⁽¹⁾	\$79.32	\$81.02
LGPRF Indicator	Target	2016/17	2015/16	2014/15
Participation in first MCH home visit Number of first MCH home visits / Number of birth notifications received. Expected range: 90 - 110%	90-110%	96.25%	96.69%	104.00%
Infant enrolments in MCH service Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received. Expected range: 90 - 110%	90-110%	100.63%	100.00%	100.00%
Cost of MCH service Cost to Council of the MCH service / Hours worked by MCH nurses. Expected range: \$50 - \$200	\$50 - \$200	\$73.87	\$72.16	n/a
Participation in the MCH service Number of children who attend the MCH service at least once (in the year)/Number of children enrolled in the MCH service. Expected range: 70 - 100%	70-100%	73.28%	75.38%	72.00%
Participation in MCH service by Aboriginal children Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service. Expected range: 60 - 100%	60-100%	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.

Best Value Report 2016/17 – Economic Prosperity Services

Economic Prosperity Services

(Report adopted by Council February 2003)

Programs within this service:

Economic Development Unit

Swan Hill Livestock Exchange

Tower Hill Estate development

Economic Development				
Quality/Cost Standard	Target	2016/17	2015/16	2014/15
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

Swan Hill Livestock Exchange				
Quality/Cost Standard	Target	2016/17	2015/16	2014/15
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 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%

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

Variance comments:

⁽¹⁾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
Client Needs Review of existing clients to assess appropriateness of service levels, whether service standards are being achieved and to reassess the needs of the client <ul style="list-style-type: none"> • High needs clients • Medium needs clients • Low needs clients 	100% 80% 70%	89% 80% 67%	83% 63% 90%	88% 84% 86%
Average cost per hour of service: <ul style="list-style-type: none"> • General Home Care • Personal Care • Respite Care 	\$51.54 \$53.72 \$54.00	\$62.24 \$66.52 \$61.40	\$54.61 \$57.23 \$52.79	\$51.46 \$59.22 \$52.24
Average cost per meal Total cost of Food Services Program / Number of meals delivered to clients	\$12.02	\$13.32	\$9.81	\$10.66
Senior Citizen Centres 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.

Best Value Report 2016/17 – Waste Management Services

Community Wellbeing Services

(Report adopted by Council June 2003)

Programs within this service:

Planning

Building Department

Regulatory Services – Animal Management

Parking Control

Food safety

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

Variance comments:

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

⁽²⁾ 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.

⁽³⁾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

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

Variance comments:

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

⁽²⁾ 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.

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

Variance comments:

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

⁽²⁾ 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

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

Variance comments:

⁽¹⁾ Reduction in cost due to increase parking revenue and infringements.

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

Variance comments:

⁽¹⁾ 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.

⁽²⁾ 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
Kerbside bin collection requests Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households x 1000. Expected range: 20 to 200 requests	10-300	25.38 ⁽¹⁾	16.27	19.21
Kerbside collection bins missed Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts x 10,000. Expected range: 1 – 100 bins	1-20	2.32	1.64	5.10
Cost of kerbside garbage bin collection service Direct cost of the kerbside garbage bin collection service/Number of kerbside garbage collection bins Expected range: \$20 - \$200	\$40-\$150	\$55.31	\$54.45	\$54.52
Cost of kerbside recyclables bin collection service Direct cost of the kerbside recyclables bin collection service/Number of kerbside recyclables collection bins Expected range: \$10 - \$100	\$10 - \$80	\$27.74	\$27.32	\$26.85
Kerbside collection waste diverted from landfill Weight of recyclables and green organics collected from kerbside bins/Weight of garbage, recyclables and green organics collected from kerbside bins. Expected range: 20 – 80%	20-60%	34.53%	35.26%	34.00%

Variance comments:

- ⁽¹⁾ 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:

- ⁽¹⁾ 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 <small>Source: 2012 - 2016 Sustainable Water Use Plan</small>	37,000kL	41,278kL ⁽¹⁾	51,297kL	43,311kL
Maintain current power usage in Council's 8 highest energy use buildings: <ul style="list-style-type: none"> • Kilowatts • Greenhouse gas emissions 	1.07M kWh 1,262T	0.954M kWh 1,125T	1.13M kWh 1,333T	1.06M kWh 1,259T
Total cost to Council for stationary energy of Council owned infrastructure <small>Including street lighting</small>	\$674,950	\$503,465 ⁽²⁾	\$568,827	\$633,065

Variance comments:

- ⁽¹⁾ 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.
- ⁽²⁾ 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 <small>Minimum of two annually</small>	2	0 ⁽¹⁾	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:

- ⁽¹⁾ 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

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

Variance comments:

⁽¹⁾ 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 ⁽¹⁾	25	23
Number of events other than exhibitions 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:

- ⁽¹⁾ 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 ⁽¹⁾	2,005 ⁽¹⁾	5,130
Net cost to Council to operate the performing arts program per patron Final net cost for year / Number of attendees	\$61.95	\$61.20	\$40.83	\$39.96

Variance comment:

- ⁽¹⁾ 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

Pioneer Settlement				
Quality/Cost Standard	Target	2016/17	2015/16	2014/15
Number of visitors to the Pioneer Settlement per annum	87,550	73,031 ⁽¹⁾	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:

⁽¹⁾ 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.

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

Variance comments:

- ⁽¹⁾ The number of people visiting the physical library space has decreased.
- ⁽²⁾ There has been an increase in users borrowing e-books, e-audio books and e-magazines.
- ⁽³⁾ 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 ⁽¹⁾	\$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 <small>Actual net cost / Number of people attending</small>	\$14.65	\$23.33 ⁽²⁾	\$21.04	\$16.20

Variance comments:

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

⁽²⁾ 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

Indoor Sports Facilities and Swimming Pools				
Quality/Cost Standard	Target	2016/17	2015/16	2014/15
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 ⁽³⁾	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 ⁽⁴⁾	\$6	\$5
• Swan Hill Indoor Sport and Recreation Centre	\$1	\$1	\$1	\$1
• Robinvale Leisure Centre and Pool	\$10	\$15 ⁽⁵⁾	\$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 ⁽²⁾	\$11	\$12
• Nyah Pool	\$7	\$6.65	\$5	\$6
• Manangatang Pool	\$10	\$8.43	\$6	\$6
Net Operating expenditure / Number of visitors/users				
LGPRF Indicator	Target	2016/17	2015/16	2014/15
User satisfaction with aquatic facilities (optional) User satisfaction with how council has performed on provision of aquatic facilities. Expected range: 0 to 100	-	-	-	-
Health inspections of aquatic facilities Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities. Expected range: 1 – 4	1-4	1	1	1.6
Reportable safety incidents at aquatic facilities Total number of WorkSafe reportable aquatic facility safety incidents Expected range: 0 to 20 incidents	0-20	1 ⁽¹⁾	0	0
Cost of indoor aquatic facilities Direct cost of indoor aquatic facilities less income received / Number of visits to indoor aquatic facilities. Expected range: -\$3-\$10	-\$3-\$10	\$6.58	\$6.38*	\$6.12*
Cost of outdoor aquatic facilities Direct cost of outdoor aquatic facilities less income received / Number of visits to outdoor aquatic facilities. Expected range: \$3 - \$20	\$3-\$20	\$16.08 ⁽²⁾	\$14.72*	\$13.02*
Utilisation of aquatic facilities Number of visits to aquatic facilities / Municipal population 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 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 Net Robinvale Resource Centre Program Costs / Population of Robinvale and surrounding district.	\$57.18	\$63.71 ⁽¹⁾	\$48.99	\$54.98

Variance comments:

- ⁽¹⁾ 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: <ul style="list-style-type: none"> • 3.40pm Monday • 2.20pm Tuesday – Friday 	Yes Yes	Yes Yes	Yes Yes	No No
Cost of service as a percentage of total operating expenses. Information Management Program / Total Operating Expenditure	<0.89%	0.81% ⁽¹⁾	0.69%	0.85%

Variance comments:

- ⁽¹⁾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

Information Technology Services				
Quality/Cost Standard	Target	2016/17	2015/16	2014/15
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 IT program (bottom line 3345) / Total operating expenditure	<2.5%	2.3%	2.48%	2.4%
Cost of IT services per connected user IT program (bottom line 3345) / Number of personal computers supported	\$3,600	\$3,624	\$3,593	\$3,600

Finance Services				
Quality/Cost Standard	Target	2016/17	2015/16	2014/15
Meet all statutory reporting obligations: <ul style="list-style-type: none"> • Annual Report • Business Plan and Annual Budget • Victoria Grants and Commission Return • Local Government Sector Borrowings Surveys • Taxation (PAYG, GST and FBT) 	Yes Yes Yes Yes Yes	Yes Yes Yes Yes Yes	Yes Yes Yes Yes Yes	Yes Yes Yes Yes Yes
Cost of providing financial services as a percentage of Total Council Operating Expenses Finance Program Costs (Bottom Line P3340) / Total Operating Expenditure (excluding depreciation)	<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"> • Strategic Planning • Annual Budget • Annual Report • Asset Management Policy • Asset Management Strategy • Asset Management Plans • Governance and Management • Levels of Service • Data and Systems • Skills and Processes • Evaluation 	85 100 95 90 100 75 60 60 80 65 60	92 100 95 85 100 70 29 ⁽²⁾ 44 69 43 42	88 100 95 85 85 78 50 62 78 65 66	88 100 95 85 100 70 50 44 78 60 42
DPCP survey sustainability index: Budget allocated to maintenance and renewal / Expenditure required for maintenance and renewal	0.90	0.61 ⁽¹⁾	0.84	0.83
Cost index: Full Cost of provision of the service / Total replacement value of assets managed. <small>Total Operating Expenditure (Budget) / Total replacement cost all assets (Annual Report)</small>	0.90	0.52 ⁽²⁾	0.53	0.83

Variance comments:

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

⁽²⁾ 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

Commercial Services and Risk Management				
Quality/Cost Standard	Target	2016/17	2015/16	2014/15
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. Total cost of Program (less Insurance Premiums) / Total operating cost of Council	<1.3%	0.99%	1.15%	1.2%
Risk Management - WorkCover (EFT to premiums)	\$2,640	\$2,132	\$1,577	\$3,319
Risk Management – Property (Value of property v Premium)	\$0.0026	\$0.0016	\$0.0016	\$0.0019
Risk Management – Registered Motor Vehicles Unit cost	\$600	\$559	\$572	\$550

Plant and Fleet Management				
Quality/Cost Standard	Target	2016/17	2015/16	2014/15
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 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 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

Elected Members				
Quality/Cost Standard	Target	2016/17	2015/16	2014/15
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

Community Development				
Quality/Cost Standard	Target	2016/17	2015/16	2014/15
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 At least one action per plan	30	20	30	32
Net program cost as a percentage of operating budget Net program cost: Total operating expenditure less revenue / Rates determination statement net operating result	<1%	3.3% ⁽¹⁾	0.5%	1%

Variance comment:

⁽¹⁾ 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

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

Variance comments:

- ⁽¹⁾ 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.
- ⁽²⁾ The 2015/16 figure included recruitment and related costs for a new Chief Executive Officer.

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

Variance comments:

- ⁽¹⁾ 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.
- ⁽²⁾ 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).

*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.

65/17 Motion

MOVED Cr Norton

That Council adopts the Procurement Policy as presented.

SECONDED Cr Johnson

The Motion was put and CARRIED

Date Adopted	November 2009
Date Reviewed	November 2017
To be Reviewed	November 2018

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Charter of Human Rights and
Responsibilities Act 2006



POLICY TITLE PROCUREMENT

POLICY NUMBER POL/CORP229

PURPOSE

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

SCOPE

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

POLICY

Council's Procurement Procedures and Practices will:-

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

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

RELATED POLICIES/DOCUMENTS

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

RELATED LEGISLATION

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

Signed: _____

Date: _____

Date Adopted	November 2009
Date Reviewed	November 2017
To be Reviewed	November 2018

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Charter of Human Rights and
Responsibilities Act 2006



PROCEDURE TITLE **PROCUREMENT PROCEDURE**

PROCEDURE NUMBER **PRO/CORP212**

ENABLING POLICY/DIRECTIVE

PROCUREMENT POLICY – POL/CORP229

ENABLING LEGISLATION

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

PURPOSE

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

SCOPE

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

PROCEDURE

1. PRINCIPLE AIMS

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

More specifically, it aims to:

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

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

Date Adopted	November 2009
Date Reviewed	November 2017
To be Reviewed	November 2018

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Responsibilities Act 2006



2. DEFINITIONS

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

Date Adopted	November 2009
Date Reviewed	November 2017
To be Reviewed	November 2018

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Responsibilities Act 2006



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

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

Date Adopted	November 2009
Date Reviewed	November 2017
To be Reviewed	November 2018

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Responsibilities Act 2006



3. OVERVIEW

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

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

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

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

4. GENERAL

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

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

5. KEY PRINCIPLES

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

6. VALUE FOR MONEY

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

7. OPEN AND EFFECTIVE COMPETITION

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

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

Date Adopted	November 2009
Date Reviewed	November 2017
To be Reviewed	November 2018

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Responsibilities Act 2006



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

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

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

8. PROCUREMENT ETHICS

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

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

All employees involved in procurement will ensure they:

- Recognise and deal appropriately with conflicts of interest and interests of a pecuniary nature;
- Deal with suppliers even-handedly;
- Consider seeking appropriate probity advice;
- Comply with all legislative obligations including those required by trade practices, safety and consumer affairs including privacy legislation;
- Have regard to the cost to suppliers in submitting prices, proposals and tenders/quotations;
- Invite quotations and tenders only where there is a clear intent to procure the goods/services/works in the near future.
- Conflicts of interest and interests of a pecuniary nature are to be handled in accordance with the Staff Code of Conduct Directive (DIR/STAFF 1127) and the Staff Code of Conduct 2014. Conflicts of interest in relation to procurement matters are to be declared using the "Conflict of interest declaration" as per Attachment 4.

9. MANAGEMENT OF RISK

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

Council will minimise its risk through measures such as:

- Complying with Councils procurement processes.
- Standardising contracts to include current, relevant clauses.
- Requiring security deposits where appropriate.
- Preparing appropriate specification to clearly identify purchasing requirements.
- Referring specifications to relevant experts.

Date Adopted	November 2009
Date Reviewed	November 2017
To be Reviewed	November 2018

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Responsibilities Act 2006



- Requiring contractual agreement before allowing the commencement of work.
- Use of or reference to relevant Australian Standards (or equivalent).
- Effectively managing the contract including monitoring and enforcing performance.
- Ensuring suitable/adequate insurances are maintained by the contractor/supplier.
- Consulting relevant employees/OH&S representatives as required by the relevant acts prior to the provision of goods, services and works that may impact on individuals and their workplaces.

Support and templates to assist in risk assessment are available from Councils Risk Management Section.

10. PROCUREMENT AUTHORITY

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

11. FINANCIAL DELEGATIONS

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

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

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

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

12. PROCUREMENT LEVELS

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

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

Value of purchase (GST Inclusive)	Method of Purchasing/selection of supplier
\$1 to \$10,000	<ul style="list-style-type: none"> • Best price available, the number of quotations to be obtained is not specified, however proof of effort is required to show that a good financial and quality outcome has been achieved • Quotations are to be recorded via the Purchasing requisitions module of the Authority system
\$10,001 to \$75,000	<ul style="list-style-type: none"> • For goods, services and minor works that are assessed as minimal risk projects i.e.: minimal warranty or defects liability periods required

Date Adopted	November 2009
Date Reviewed	November 2017
To be Reviewed	November 2018

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



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

Date Adopted	November 2009
Date Reviewed	November 2017
To be Reviewed	November 2018

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Charter of Human Rights and
Responsibilities Act 2006



	<p>Contracts or Agreements entered into in accordance with arrangements approved by the Minister eg: State Government and Whole of Government contracts, Legal Services and Insurances.</p> <p>Contracts entered into in excess of this amount that have not complied with Section 186 of the LGA 1989 are to be entered into the statutory register maintained by the Executive Support Area.</p>
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Appendix 2 the Procurement Process flowchart has been developed to assist all Council employees in the Procurement Goods, Services & Works.

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

13. PROCUREMENT STRATEGY

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

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

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

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

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

14. PURCHASE ORDER

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

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

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

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

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

Date Adopted	November 2009
Date Reviewed	November 2017
To be Reviewed	November 2018

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Responsibilities Act 2006



15. GOODS RECEIPTS

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

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

16. EXEMPTIONS FOR PURCHASE ORDERS

Purchase orders are not required for:

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

17. CORPORATE CREDIT CARDS

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

18. EMERGENCY WORKS

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

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

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

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

Date Adopted	November 2009
Date Reviewed	November 2017
To be Reviewed	November 2018

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Responsibilities Act 2006



19. YELLOW BOOK SYSTEM

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

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

20. SPLITTING OF ENGAGEMENTS

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

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

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

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

21. SCHEDULE OF RATES CONTRACTS – PUBLIC TENDER

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

22. PRE QUALIFIED SUPPLIERS

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

23. LOCAL BENEFIT AND AFFECT

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

Date Adopted	November 2009
Date Reviewed	November 2017
To be Reviewed	November 2018

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Responsibilities Act 2006



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

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

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

24. SUSTAINABILITY

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

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

Factors to be considered include:

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

25. INVITATION TO QUOTE

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

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

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

A properly constructed invitation saves the employee much work, allows easy comparison of offers and ensures fair and impartial treatment of suppliers. When supplier offers have

Date Adopted	November 2009
Date Reviewed	November 2017
To be Reviewed	November 2018

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been received, the results must be tabulated, allowing rapid assessment of the relative merits of the offers.

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

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

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

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

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

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

26. EVALUATION OF QUOTATIONS

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

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

27. PROCUREMENT AUDITS AND ADVICE

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

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

Date Adopted	November 2009
Date Reviewed	November 2017
To be Reviewed	November 2018

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28. SECURITY UNDERTAKINGS

Security, retention moneys and performance undertakings are for the purpose of ensuring the due and proper performance of Procurement Activities are achieved. Successful suppliers/tenders should lodge a security deposit in the form of a bank guarantee, issued by an Australian Bank in Australia or cash payment, or other forms of security to the satisfaction of the Director Corporate Services prior to the commencement of any works over \$75,000.

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

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

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

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

29. VARIATIONS

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

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

30. RESPONSIBILITY FOR PROCUREMENT POLICY

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

Signed: _____ CEO Date: _____

Date Adopted	November 2009
Date Reviewed	November 2017
To be Reviewed	November 2018

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APPENDIX 1 BEST VALUE

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

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

Best Value Principles

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

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

There are six principles:

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

Factors to be Considered When Applying Best Value

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

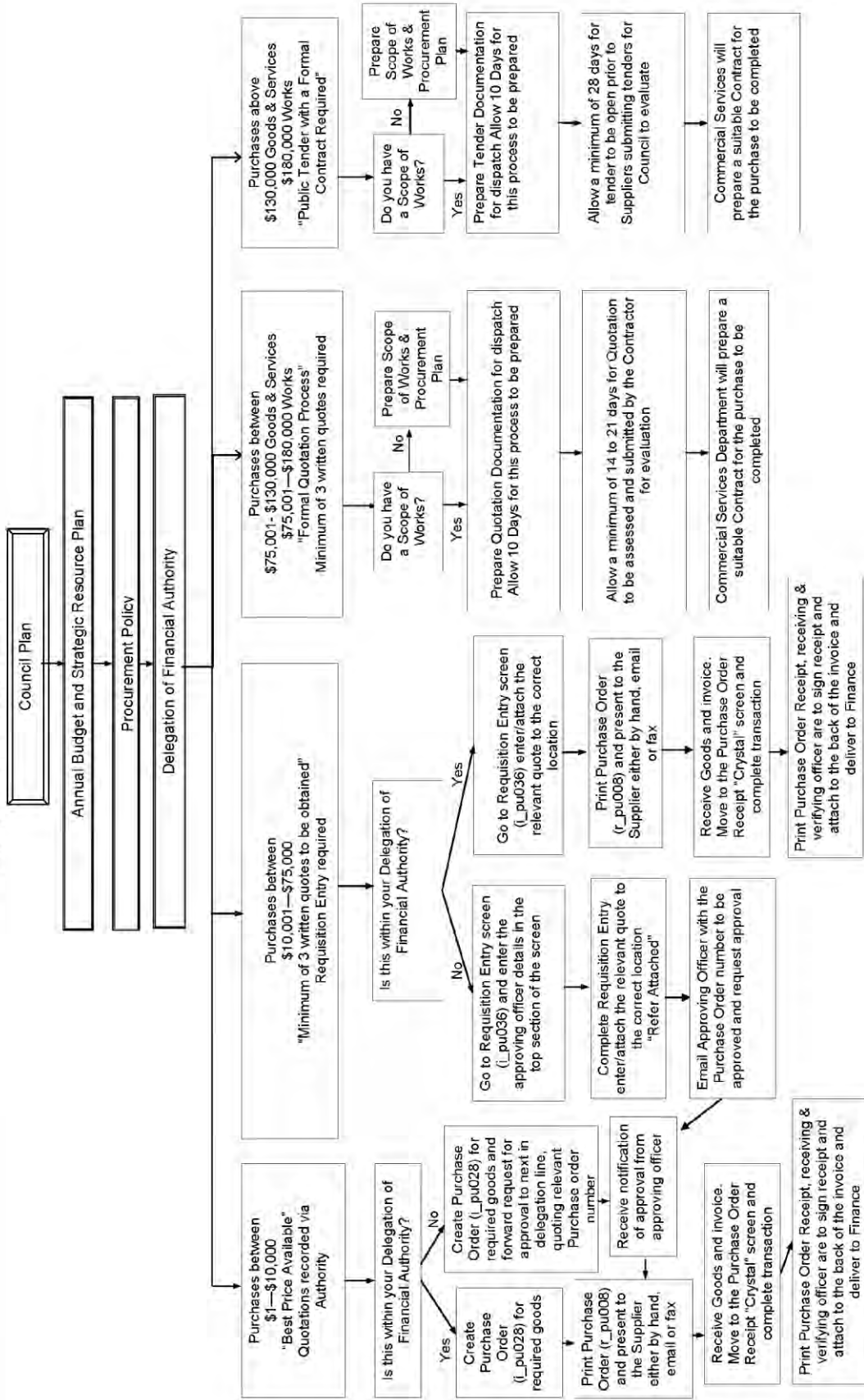
- The need to review services against the best on offer in both the public and private sectors;
- An assessment of value for money;
- Community expectations and values;
- The balance of affordability and accessibility;
- Opportunities for local employment growth or retention;
- The value of potential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



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Date Adopted: November 2009
 Date Reviewed: November 2017
 To be Reviewed: November 2018

APPENDIX 2
 PROCUREMENT PROCESS FLOWCHART



Date Adopted	November 2009
Date Reviewed	November 2017
To be Reviewed	November 2018

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APPENDIX 3 LOCAL BUSINESS FRAMEWORK

Purpose

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

Guiding Principles

Council will support local business and conduct programs that:

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

Implementation

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

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

Date Adopted	November 2009
Date Reviewed	November 2017
To be Reviewed	November 2018

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Key Performance Indicators

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

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

Value for Money

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

Environmental

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

Social Inclusion and Diversity

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

Date Adopted November 2009
 Date Reviewed November 2017
 To be Reviewed November 2018

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LOCAL BUSINESS ASSESSMENT

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

1. Has your business established/or is a local base in the Swan Hill municipality? Yes
 No
2. If you answered "yes" to item 1, then state location and specify (office/depot)

3. If you answered "no" to item 1, will your business establish a local office base in the Swan Hill municipality? Yes No
4. Is your business employing local residents in the Swan Hill municipality? Yes No
5. Is your business using local suppliers? Yes No
6. If you answered "yes" to item 5, please state and list 3 projects/suppliers used:

Description of work	Supplier

7. Is your business using local contractors Yes No
8. If you answered "yes" to item 7, please state and list 3 Contractors used:

Contractor	Address	Contact

Date Adopted November 2009
 Date Reviewed November 2017
 To be Reviewed November 2018

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APPENDIX 4



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

Re: Contract No:

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

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

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

.....

.....

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

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

Nature of Interest

.....

.....

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

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

Name: Position: _____
 Signature: Date: ____/____/____

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

B.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.**

66/17 Motion

MOVED Cr Norton

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.**

SECONDED Cr Jeffery

The Motion was put and CARRIED

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.

67/17 Motion

MOVED Cr Young

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.

SECONDED Cr Norton

The Motion was put and CARRIED

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 31st, 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).

68/17 Motion

MOVED Cr Jeffery

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).

SECONDED Cr Johnson

The Motion was put and CARRIED

B.17.118 OFF-LEASH DOG AREAS

Responsible Officer:	Director Development and Planning
File Number:	S01-03/05
Attachments:	1 Dog Park Survey Results 2 Dog Park Rules & Sign 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

SECTION B - REPORTS

21 November 2017

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 Swan Hill	Northern half of park, near the Wetlands. Maintained grass and trees.	0.27
Centenary Park Reserve Robinvale	Park area between the MV Highway and Robin Street.	5.66
Lake Boga 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 Swan Hill	10 metres from to the fenced off children's play area grassed cricket pitch area. <i>Not recommended due to cricket area and close proximately to children's park.</i>	1.28
Nyah Rec Reserve Nyah	Back corner, in the free camping area behind the football oval. <i>Not recommended due to issues may cause with Campers.</i>	10.11
Central Swan Hill	Grassed area adjacent to the Swan Hill Show Grounds and behind Leisure Centre. <i>Not recommended due to close proximity to oval, sporting events, used for car parking</i>	0.89
Ken Harrison Recreation Reserve Swan Hill	Rear corner near cricket club. <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 Swan Hill	Large grassed area. <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.

Top 4 locations identified for a dog park in 2017 Survey		
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:

Location	Pros	Cons
Tower Hill	<p>Accessible parking spaces.</p> <p>There are also a large number of parking spaces available for users.</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</p>

SECTION B - REPORTS

21 November 2017

	<p>Relatively new toilets including all accessibility toilets within close proximity to proposed location.</p> <p>Existing area is currently well grassed There is good general lighting in the area. 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>
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</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.

69/17 Motion

MOVED Cr Jeffery

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.

SECONDED Cr Johnson

The Motion was put and CARRIED



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.

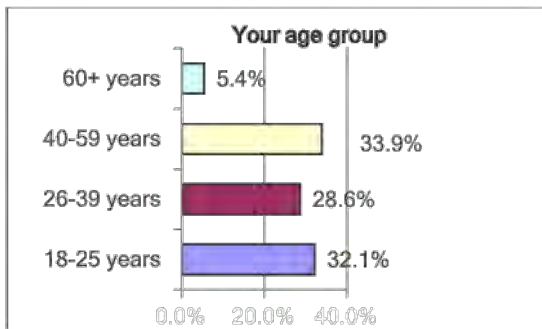
Permanent site – Again it will be site dependant but a budget of \$70,000-\$90,000 is expected to be sufficient.

The survey included a total of 15 questions.

Survey Questions

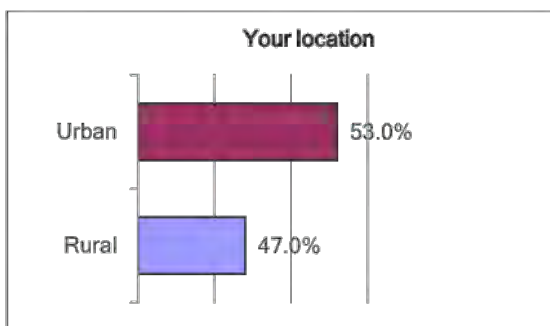
Question 1 – The respondent's age group

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.



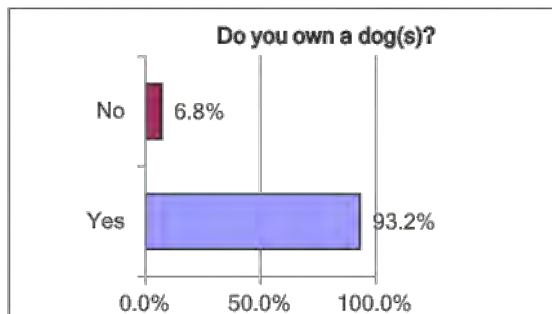
Part 2 asked the respondent to specify a town. From the 196 responses to this question the majority (162 or 83%) are from Swan Hill, 27 are from other towns within the Swan Hill municipality, 4 are from neighbouring Councils (Gannawarra and Wakool) and the remaining 3 are from other areas of Victoria 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 (Gannawarra/Wakool)	4	2.04%
	196	100.00%

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.

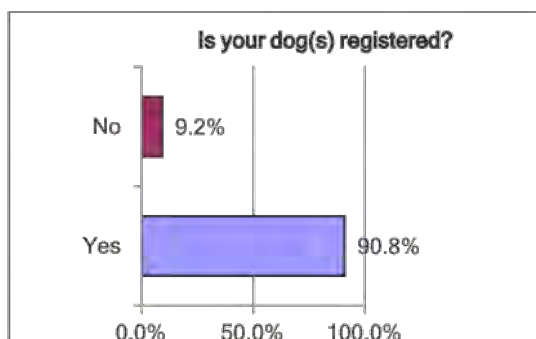


Part 2 asked the respondent to specify how many dogs they own. 189 answered this question with 93 or 49% owning one dog, 79 or 42% owning two dogs, 13 or 7% owning three dogs and the remaining 3% saying they own four or more dogs.

No. of dogs	Total	%
1	93	49%
2	79	42%
3	13	7%
4	1	1%
5	2	1%
7	1	1%
	189	100%

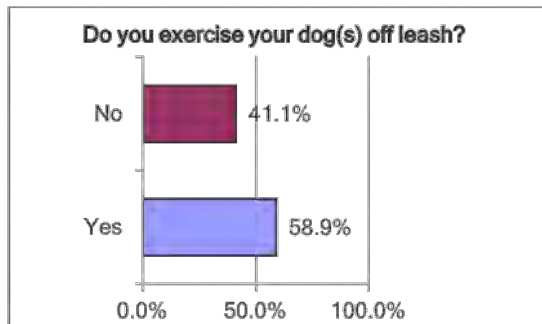
Question 4 – Is your dog(s) registered?

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.



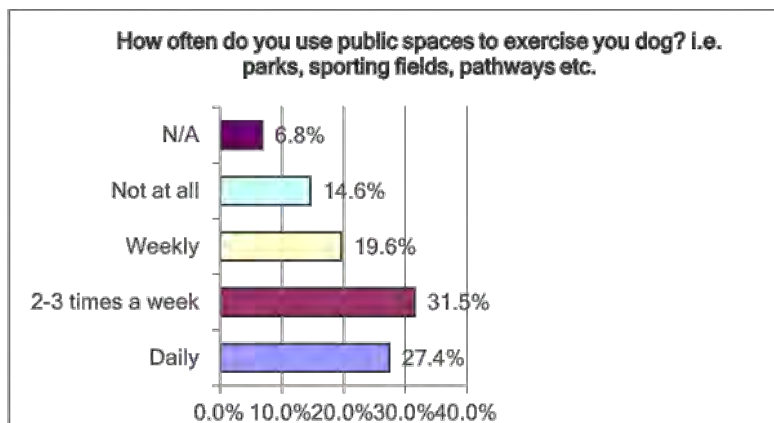
Question 5 – Do you exercise your dog(s) off leash?

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%
	239	100.00%

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."

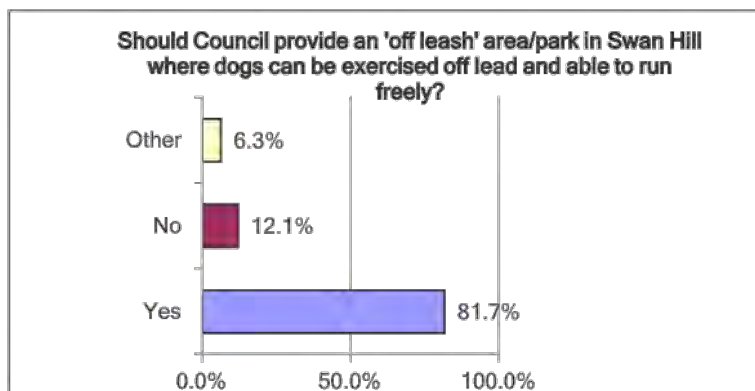
Question 8 – What current public spaces do you use to exercise your dog(s) on leash?

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%
	259	100.00%

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%
	135	100.00%

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"

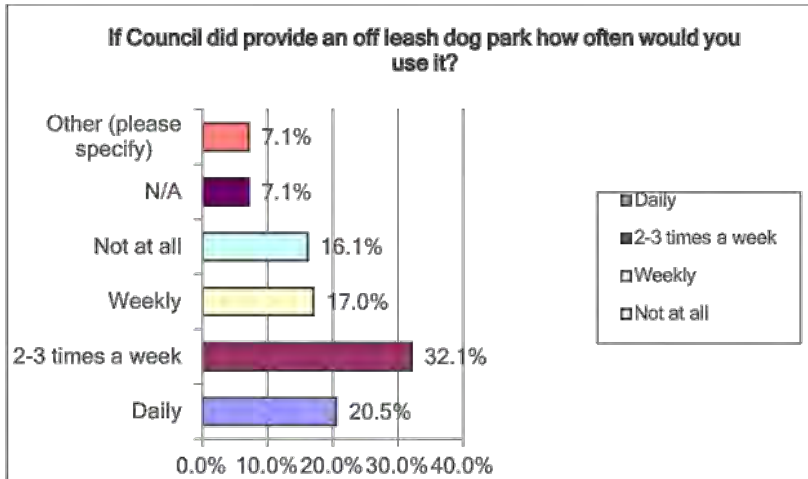
"Not at Tower Hill. This park is treated that way at present and it is a disgrace. Children are unable to safely ride their bikes or walk with family without selfish dog owners letting animals run and jump at them. Who monitors this rule, never seen anyone enforce the dogs ON a leash in my 30 years in 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 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%).

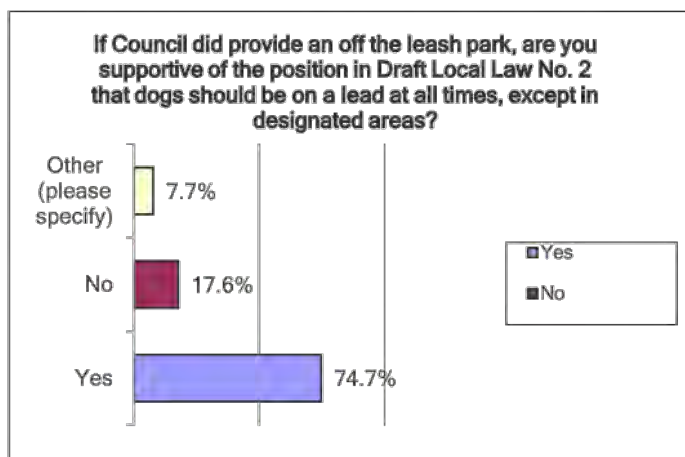
Answer Options	Response Percent	Response Count
Fully fenced site	87.9%	197
Separate small dog area	48.2%	108
Seating and tables	67.4%	151
Water - people and dogs	89.7%	201
Dog excrement bag dispensers	91.6%	203
Dog activity areas	29.9%	67
Fully grassed	44.2%	99
Mixture of grass and other areas	50.9%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

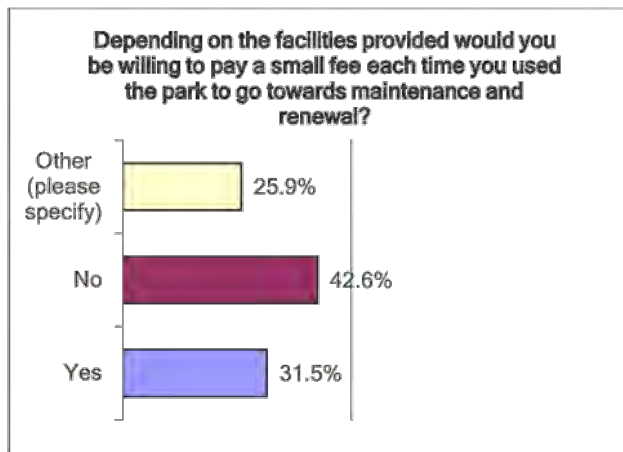
221 of the 224 respondents answered this question. The majority (165 or 75%) said they agree that dogs should be on a lead at all times except in designated areas.



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

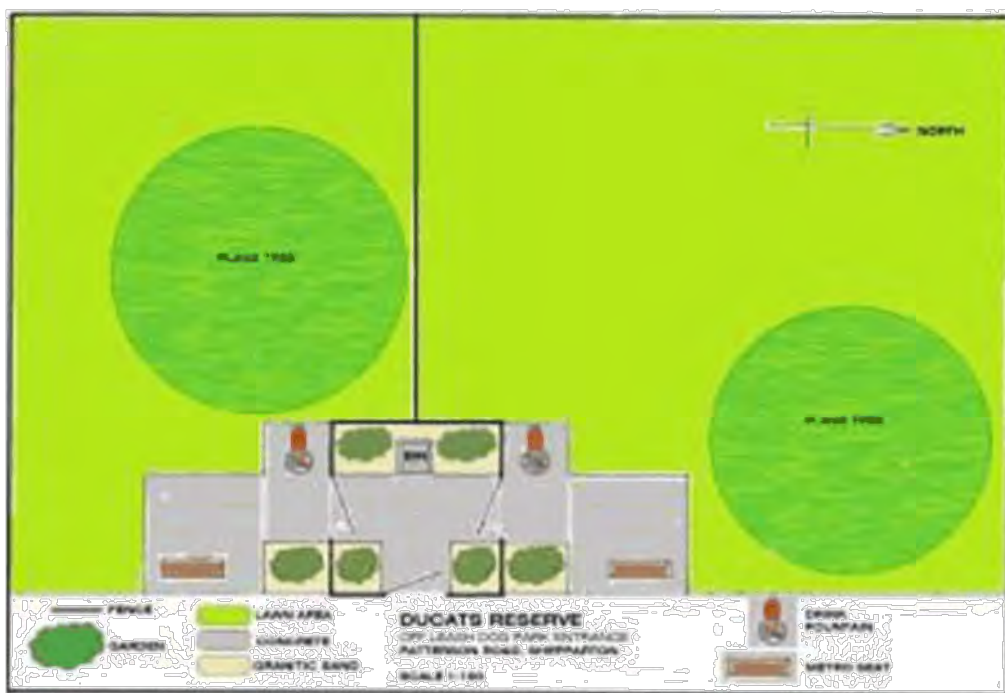
Information from City of Greater Shepparton Council minutes

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 Councilor 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

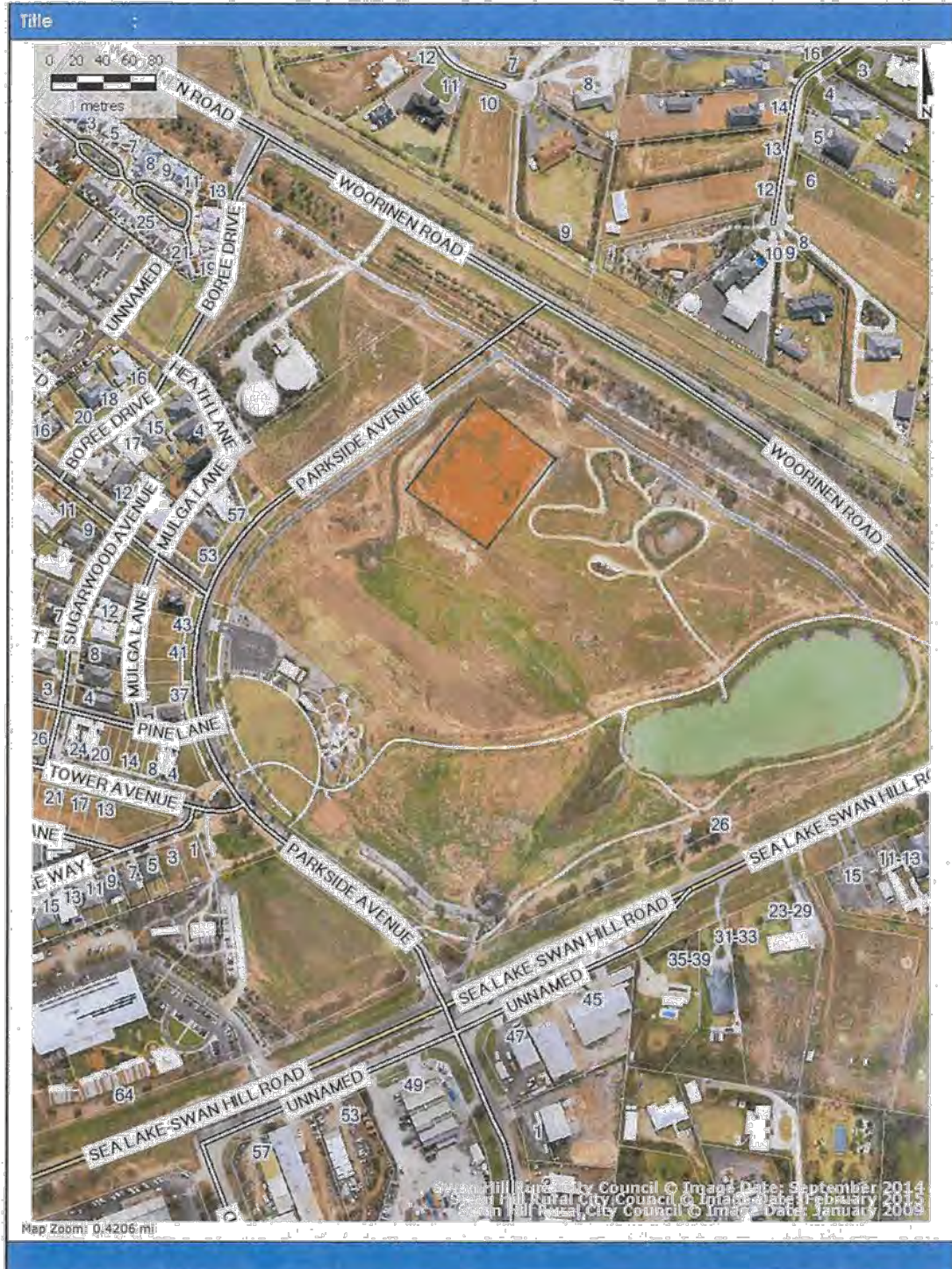
Draft Signage for leashed Areas



Created by SWANHILL\drowere on Monday, 2 October 2017



SWAN HILL RURAL CITY COUNCIL PROPERTY MAP



TOWER HILL - SWAN HILL
7,000 sqm



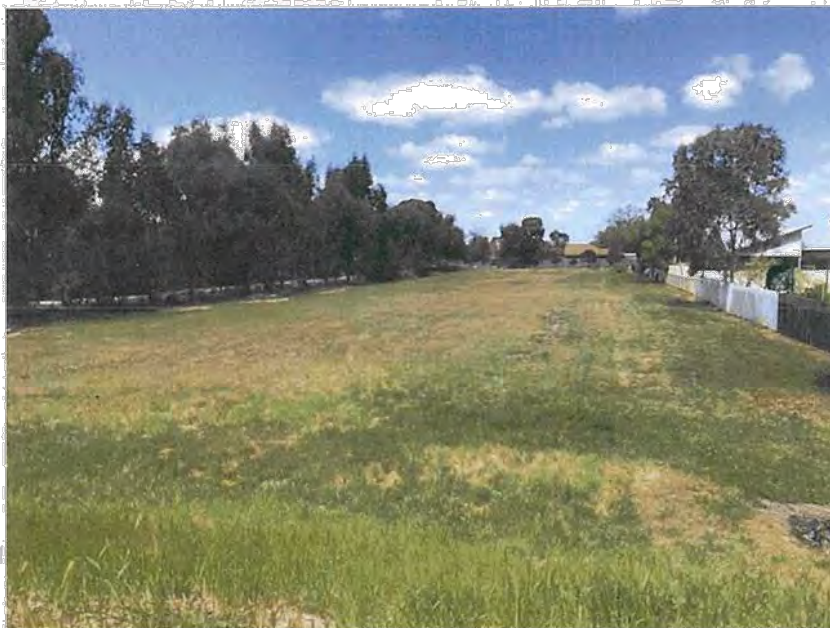
Tower Hill New Option

Created by SWANHILL/drovere on Tuesday, 26 September 2017

SWAN HILL RURAL CITY COUNCIL
PROPERTY MAP



PALANGO PARK (2,794 sqm)
SWAN HILL



Palaroo Park

Created by SWANHILLdrovere on Wednesday, 12 July 2017

SWAN HILL RURAL CITY COUNCIL
PROPERTY MAP



LAKE BOGA SPORTING COMPLEX
OLD JUNIOR SOCCER OVAL (16,187.4 m²)
LAKЕ BOGA.



Lake Boga (Old Junior Soccer Oval)

Created by SWANHILL\drovere on Thursday, 4 September 2017

SWAN HILL RURAL CITY COUNCIL PROPERTY MAP



CENTENARY PARK RESERVE (56,656 m²)
ROBINVALE

B.17.119 ECONOMIC DEVELOPMENT STRATEGY 2017 - 2022

Responsible Officer:	Director Development and Planning
File Number:	S12-24-07
Attachments:	1 Economic Development Strategy 2017-2022 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 fulfill 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 it 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).

70/17 Motion

MOVED Cr Young

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

SECONDED Cr Jeffery

The Motion was put and CARRIED

Councillor Jeffery and Johnson declared an indirect conflict of interest due to conflicting duties as both Councillors are employed by organisations that are recommended to benefit from the grants program and left the meeting at 4.45pm.



Swan Hill Region Economic Development Strategy 2017-2022



Contents

Message from the Mayor Les McPhee	04
1 Setting the Scene	
1.1 Swan Hill Region Economic Development Strategy	05
2 Economic Content	06
3 Regional Community Plan's Economic Priorities	09
4 Vision for a Vibrant Economy	10
5 Council's Role in Economic Development	11
6 Transformational Projects	12
7 Making it Happen	14
8 A Case for Change	15
8.1 Expand the region's strengths	16
8.1.2 Enhance livability	16
8.1.3 Support existing business growth	18
8.2 Develop new opportunities	19
8.2.1 Renewable energy and waste	19
8.2.2 Value Adding	20
8.2.3 Attract and encourage new business	21
8.2.4 Improve tourism product and experiences	22
8.3 Take up the challenge	23
8.3.1 Transport and logistics	23
8.3.2 Industry development	24
8.3.3 Housing development	25
9 Implementation	26





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', written in a cursive style.

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 6,100km² 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.

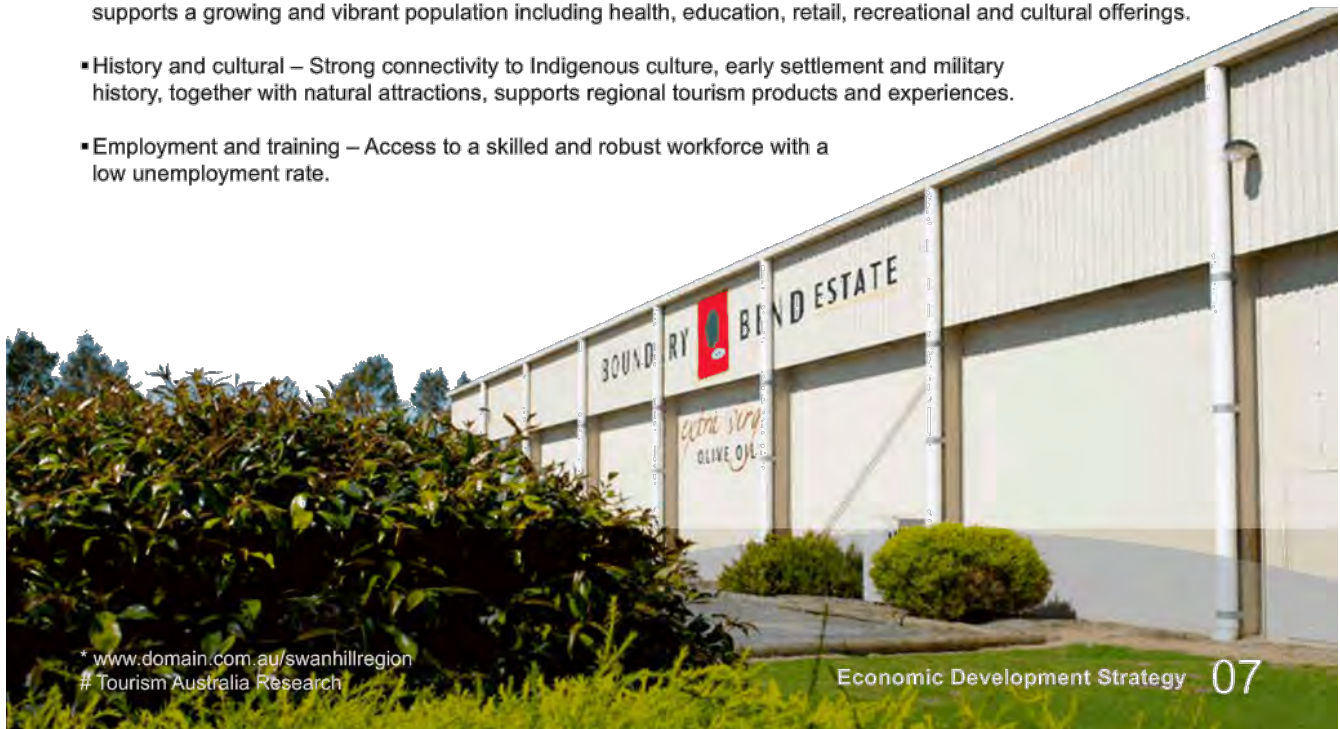
The current economic environment consists of the following:

>	<p>Industry</p> <ul style="list-style-type: none"> • 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
>	<p>Infrastructure</p> <ul style="list-style-type: none"> • \$25.0 million residential building permits • \$8.5 million non-residential building permits • 4,492 km sealed and unsealed roads
>	<p>Lifestyle</p> <ul style="list-style-type: none"> • 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
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



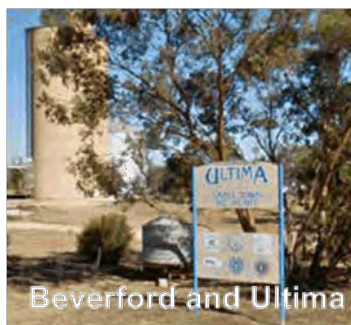
Woorinen

- 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



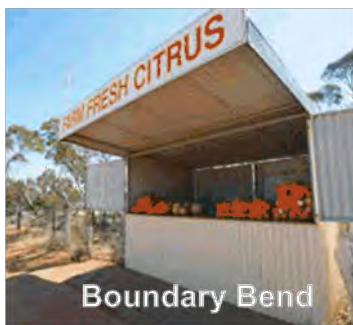
Beverford and Ultima

- 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

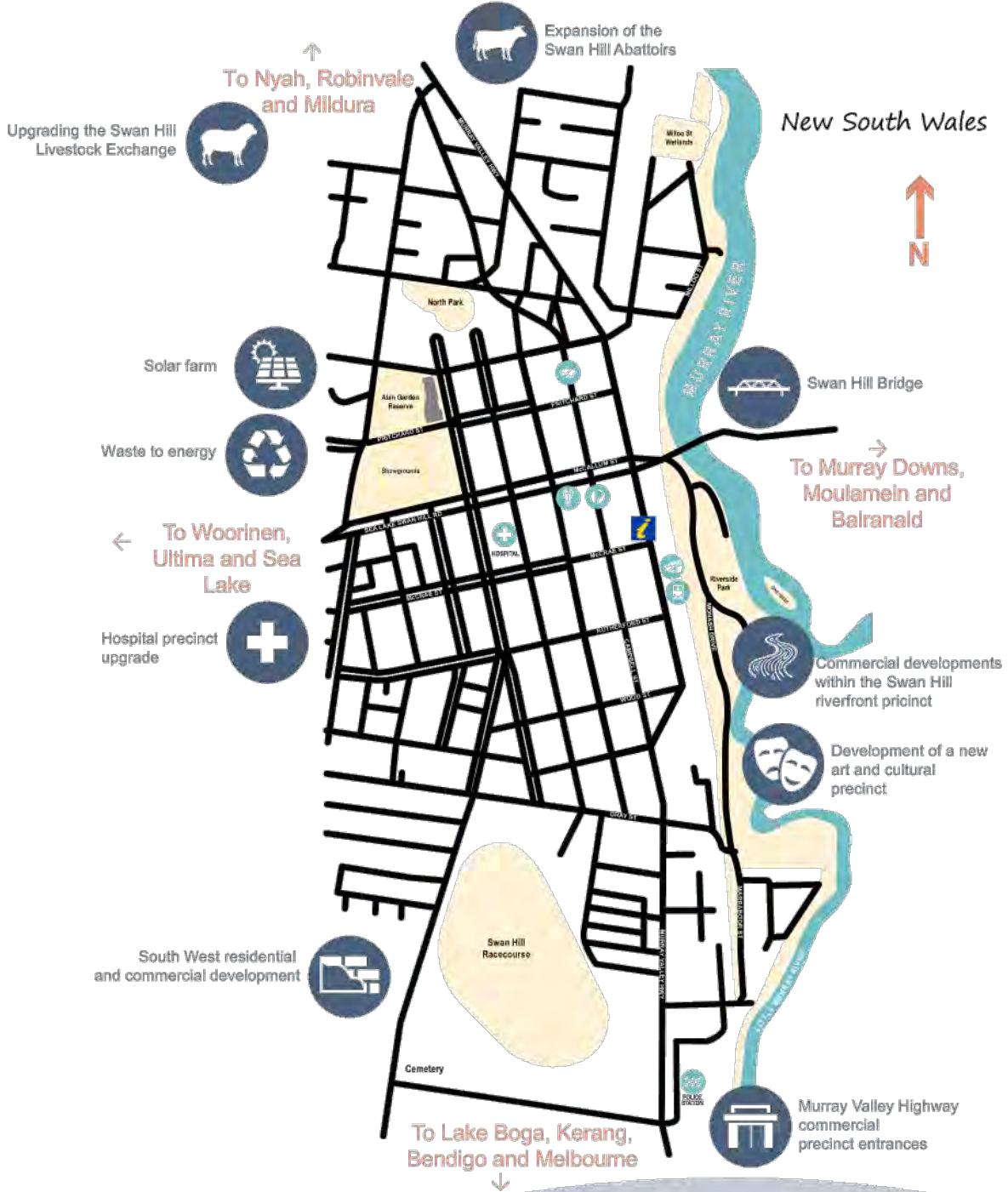
Leading

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

6 Transformational projects

Implementation of the following significant earmarked projects throughout the region will assist us to realise the vision and objectives set out in this strategy.

Within the city of Swan Hill these include:



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

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

Industry

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

Lifestyle

- Population of 21,000

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 

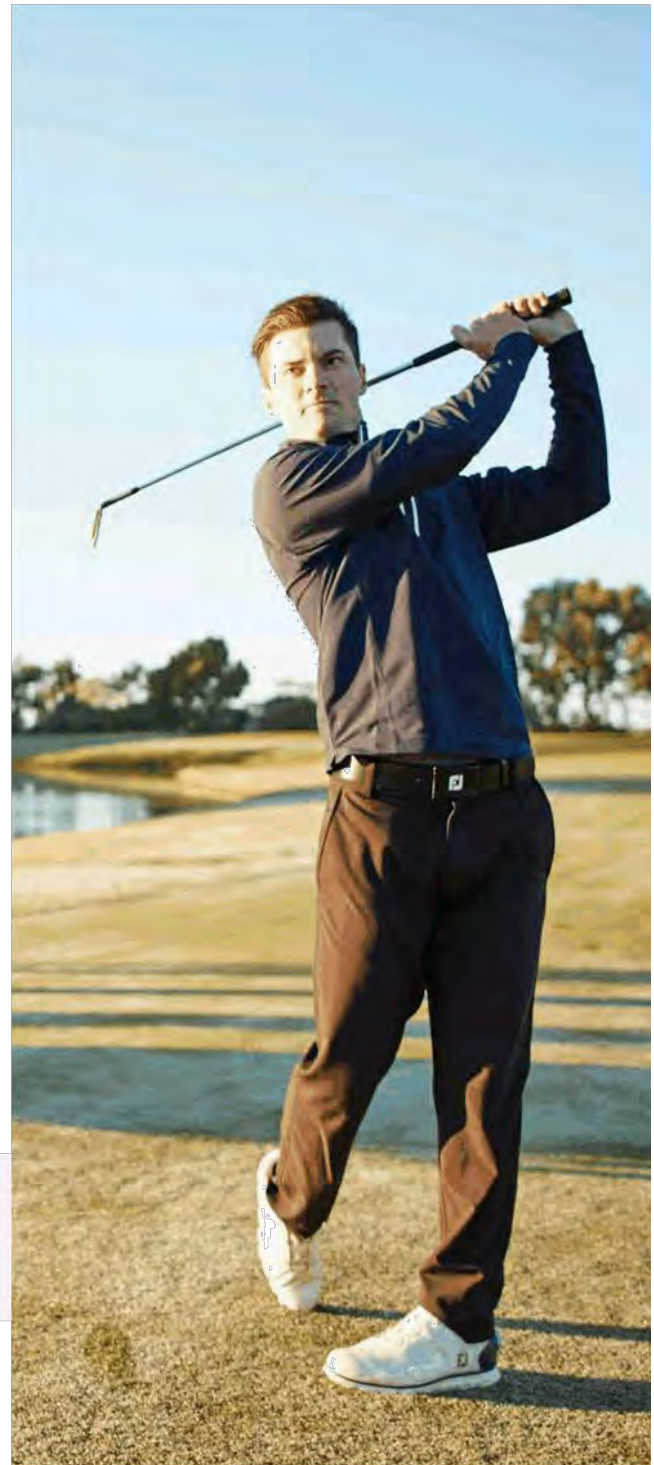
03 Actively pursue activities that will develop and support creative and informative spaces in the Swan Hill region including art/cultural and tourism assets 

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 region’s 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 Airports



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.


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

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 

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

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
Support the development of art and cultural facilities and experiences throughout the municipality	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
		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-Vintlera 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 Promote and facilitate the Help for Small Business program in the Swan Hill region (start up business mentoring program)	X	X	Council, SHI, Small Business Victoria	Develop
		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
	Favorable investment conditions	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		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 on 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		
Advocate and actively pursue opportunities to improve public transport services to and within the Swan Hill region	Improved public transport accessibility	<p>Improve the region's air freight capabilities by supporting surrounding municipalities future airport developments (focusing on agriculture)</p> <p>Continue advocate for increased passenger services on the Swan Hill to Bendigo V/Line network</p>	X	X	Council, Regional Councils	Support
		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		MMLLEN, 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	MMLLEN, 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	MMLLEN, 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			
		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		
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 rezoning of identified public zone areas (Crown Land) for residential development purposes Advocate for the supply of adequate aged care and child care infrastructure and required services		X	Council, State Government 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 Pursue opportunities for short term accommodation developments	X	X	Council, SHI, RDV Council	Develop 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
- SHI - Swan Hill Incorporated
- REBA - Robinvale Euston Business Association
- RIG - Robinvale Improvement Group
- Murray Mallee Local Learning & Employment Network
- MRT - Murray Regional Tourism
- DELWEP – Department Environment, Land, Water and Planning
- FLO – Flexible Learning Options
- SHDH – Swan Hill District Health
- 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.

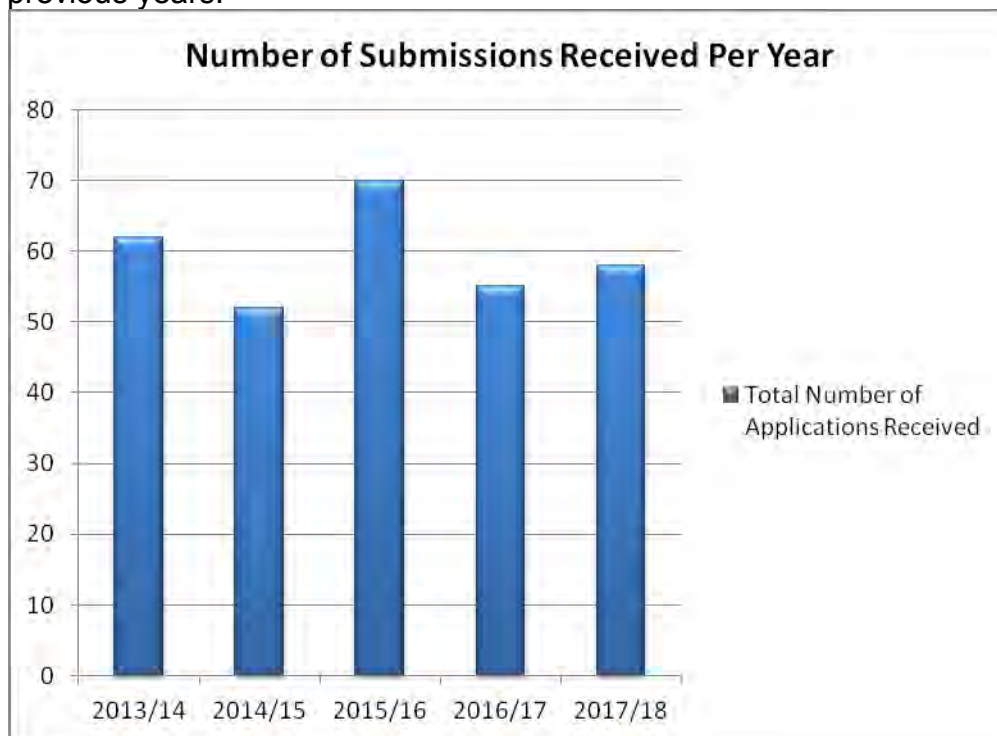
- Level of cash or in-kind contribution – what is the organisation contributing to the project? Are they contributing in-kind?
- Availability of other funding source(s).
- Prior receipt and utilisation of grants – has the organisation acquitted all previous community grants to the satisfaction of Council?

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

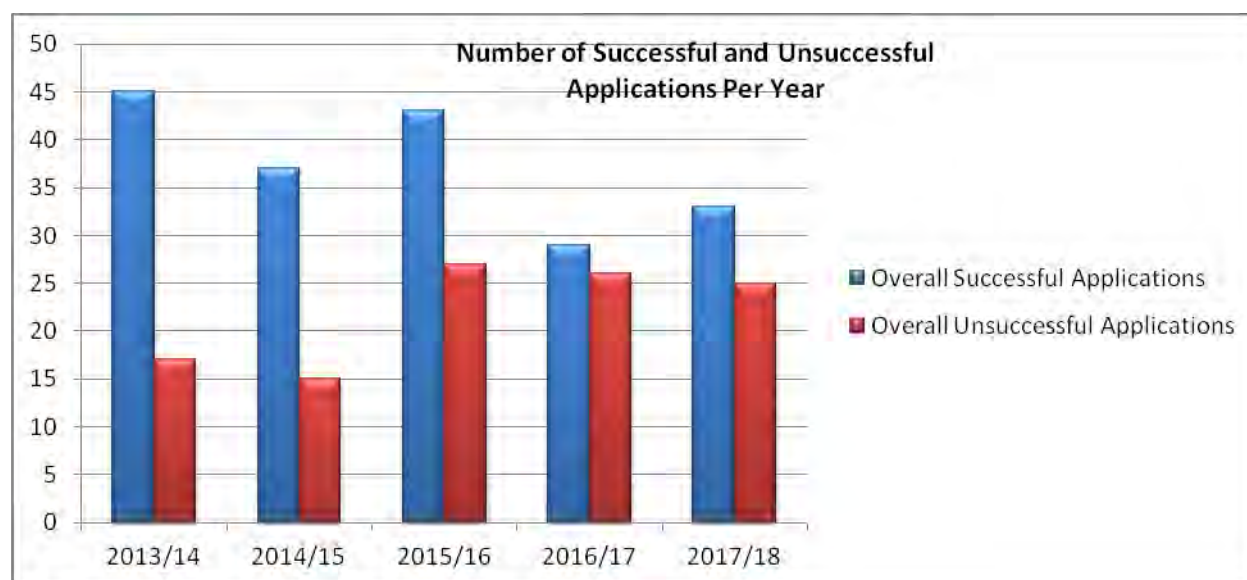
In 2015-16, the ability to complete an application online was introduced. Applications submitted online have steadily increased since this time. This round, 46 applications were received online compared to only 12 by hardcopy.

	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
	\$ 78,827.93	\$70,000.00		

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.

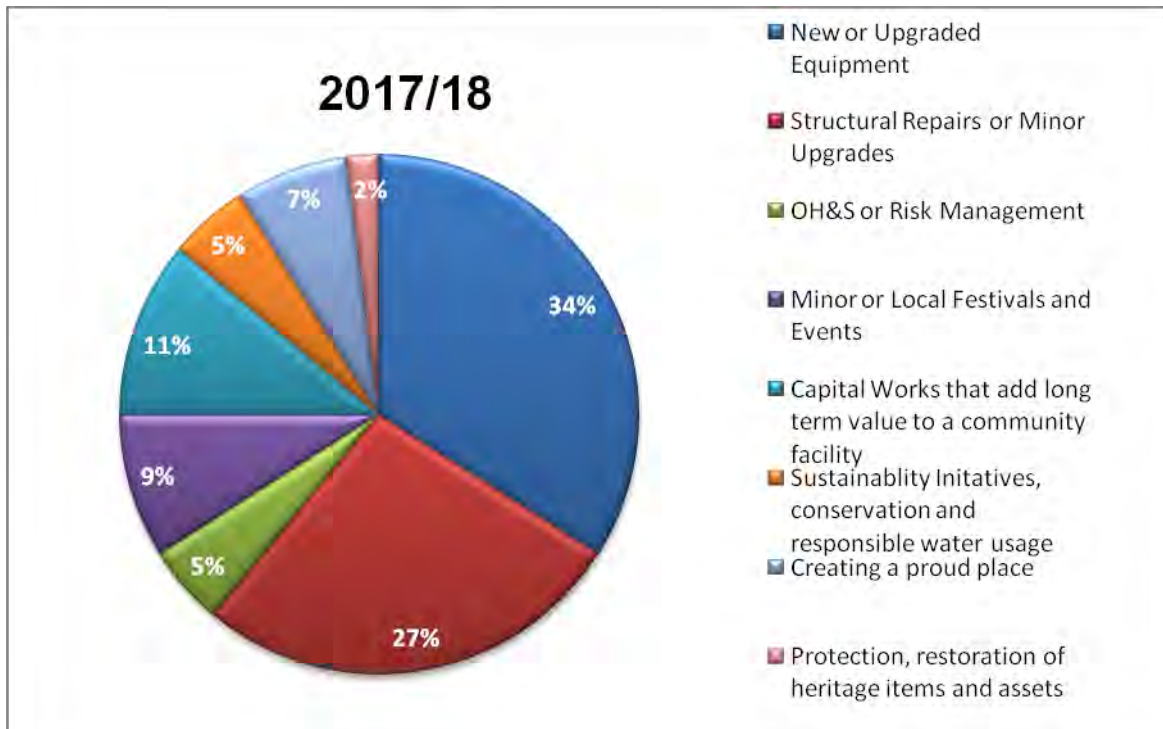
SECTION B - REPORTS

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.
		\$59,169.75	

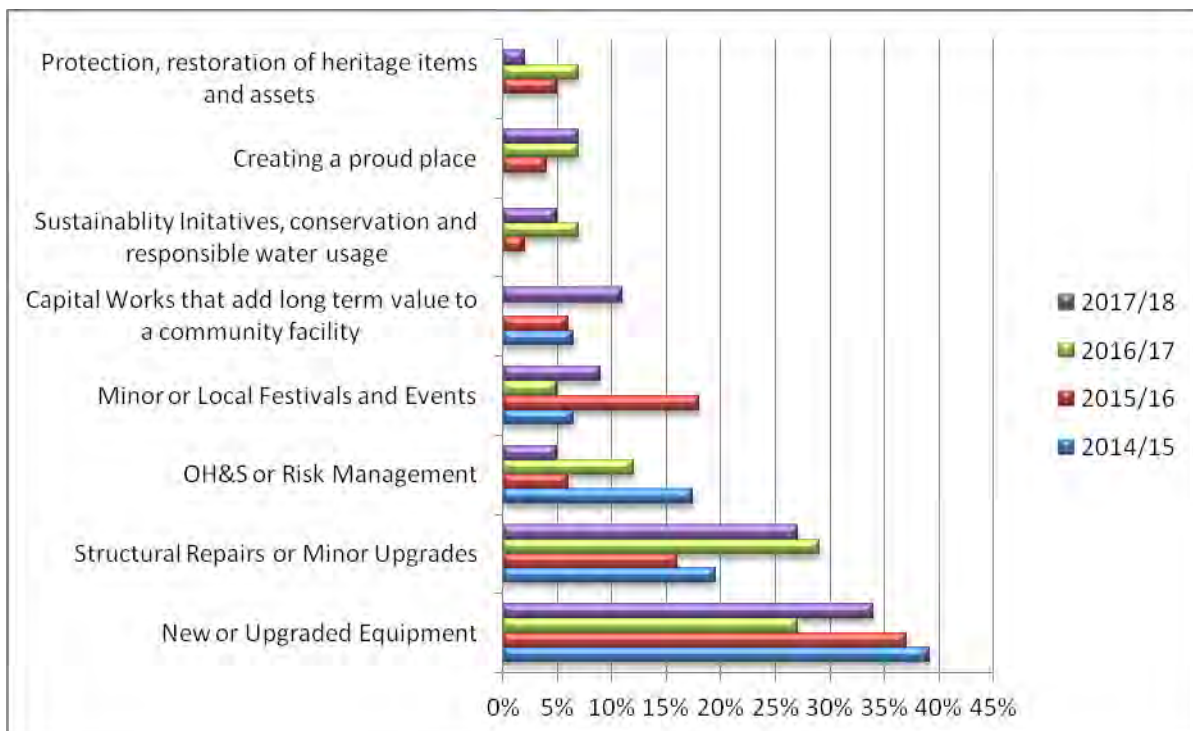
Type of Projects Funded

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.**

71/17 Motion

MOVED Cr Norton

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.**

SECONDED Cr Katis

The Motion was put and CARRIED

Councillor Jeffery and Johnson returned to the meeting at 4.50pm and was informed of the decision.

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 – 3rd Quarter

Type	2017		2016	
	No. of 3 rd QTR	No. Of YTD	No. Of 3 rd 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 3rd 2017	Approved YTD	Refused 3rd 2017	Refused YTD
Swan Hill	18	40	0	0
Robinvale	14	35	0	0
Lake Boga	0	6	0	0
Nyah	1	4	0	0
Nyah West	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 – 3rd Quarter

TYPE	QUARTERLY July to Sept 2017		YTD 1/01/2017 to 30/09/2017		QUARTERLY July to Sept 2016		YTD 1/01/2016 to 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
Total	94	\$17,065,165	277	\$41,945,037	91	\$11,885,666	258	\$29,499,493

*() 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.

New Dwellings in 3rd Quarter			
2017		2016	
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.

72/17 Motion

MOVED Cr Johnson

That Council note the Planning and Building figures for the third quarter of

2017 and the Year to Date comparisons as reported.

SECONDED Cr Norton

The Motion was put and CARRIED

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:

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

73/17 Motion

MOVED Cr Jeffery

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.

SECONDED Cr Young

The Motion was put and CARRIED

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

	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>
Council - Managers Wage	<u>102,049.92</u>
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>
Total Expense	<u>163,108.40</u>
Net Ordinary Income	<u>416.11</u>
Net Income	<u>416.11</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
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
Competitions	
Badminton	
Juniors & Seniors	7,014.54
Summer	552.00
Veteran's T'ment	3,150.00
Total Badminton	10,716.54
Basketball	
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
Futsal	
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

	<u>Jul 17 - Jun 18</u>
Levies	
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>
Total Levies	760.00
Netball	
1. Night Comps.	
Team Fees	27,729.99
Total 1. Night Comps.	<u>27,729.99</u>
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	615.00
Junior	149.93
Total Squash	<u>4,764.86</u>
Tennis	
Ladies	1,299.98
Total Tennis	<u>1,299.98</u>
Total Competitions	89,970.69
Council Support	
Annual Contribution	40,000.00
Total Council Support	40,000.00
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>

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
Total Income	149,096.71
Gross Profit	149,096.71
Expense	
Administration	
Book Keeping & Admin Expenses	499.92
Office & Stationary Expenses	1,039.20
Total Administration	1,539.12
Bank Charges	120.00
Cleaning	
Contractor	17,999.96
Materials	999.96
Outside Area	999.96
Sanitary Service	2,101.20
Waste Removal	1,599.96
Total Cleaning	23,701.04
Competition	
Netball Exp.	
a. Night Comps.	
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
Total a. Night Comps.	6,579.72
Total Netball Exp.	6,579.72
Tennis Costs	30.00
Total Competition	6,609.72
Council - Managers Wage	65,692.20
Professional Fees	
Accounting	399.96
Audit	820.00
Total Professional Fees	1,219.96
Repairs/Maintenance	
Building	3,075.00
Courts	3,200.00
Total Repairs/Maintenance	6,275.00
Staff	
Payroll Exp.	
Payroll	4,999.92
Super - M. Purtill	900.00
Total Payroll Exp.	5,899.92
Workcover	799.92
Total Staff	6,699.84

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
Total Expense	126,750.68
Net Ordinary Income	22,346.03
Net Income	22,346.03

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.

Cr Norton Moved the Motion

That Council approve the installation of a memorial plaque in remembrance of Joan Slater at an appropriate bus shelter.

Cr Johnson seconded

Cr Jeffery then Moved an amendment to the Motion

That Council approve the installation of a memorial plaque in remembrance of Joan Slater at an appropriate bus shelter with the cost to be covered by Swan Hill Residents and Ratepayers Association.

The amendment to the Motion LASPSED due to want of a seconder

74/17 Motion

MOVED Cr Norton

That Council approve the installation of a memorial plaque in remembrance of Joan Slater at an appropriate bus shelter.

SECONDED Cr Johnson

The Motion was put and CARRIED

SECTION B - REPORTS

21 November 2017

The Mayor then stated that before we go into Section C of the Agenda that there was an addendum item that was put down as an urgent item not included in the agenda but, it was sent out and distributed in time (3 days clear). He asked Council if they wished to deal with the report at this time? Council agreed that they consider the urgent item B17.127 Swan Hill Health Precinct report next.

The Mayor then explained to the Gallery that the urgent item not included in the Agenda is an attachment under a Addendum Agenda with the report B17.127 Swan Hill Health Precinct.

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

Secretary: Roger Day
 75 McCallum Street, SWAN HILL VIC 3585
 Telephone : 5032 9166
 Email : 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.

75/17 Motion

MOVED Cr Norton

That Council note the contents of the report.

SECONDED Cr Johnson

The Motion was put and CARRIED

**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 Volume 09538 Folio 838	Between SHRCC & Byrne	17-10-17
851	Transfer of Land Volume 03813 Folio 576	Between SHRRC & Brooks	25-10-17
852	Transfer of Land Volume 07695 Folio 048	Between SHRCC & Williams	26-10-17
853	Transfer of Land Volume 11855 Folio 910	Between SHRCC & Hinton Building Pty Ltd	8-11-17
854	Transfer of Land Volume 11855 Folio 915	Between SHRCC & Hinton Building Pty Ltd	8-11-17
855	Transfer of Land Volume 11855 Folio 919	Between SHRCC & Hinton Building Pty Ltd	8-11-17
856	Transfer of Land Volume 11855 Folio 924	Between SHRCC & Hinton Building Pty Ltd	8-11-17
857	Transfer of Land Volume 11855 Folio 927	Between SHRCC & Hinton Building Pty Ltd	8-11-17
858	Transfer of Land 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: CA 97, 98, 99, 101 and 102 Piangil)		
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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.

76/17 Motion

MOVED Cr Norton

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

SECONDED Cr Jeffery

The Motion was put and CARRIED

SECTION D – NOTICES OF MOTION

SECTION E – URGENT ITEMS NOT INCLUDED IN AGENDA

B.17.127 SWAN HILL HEALTH PRECINCT

Responsible Officer:	Director Development and Planning
File Number:	S22-04-03-05
Attachments:	<ol style="list-style-type: none">1 Swan Hill Health Precinct Plan Consultation Report2 Swan Hill Health Precinct – Background Analysis report3 Swan Hill Health Precinct Plan

Declarations of Interest:

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

Summary

This report is for Council to adopt the Swan Hill Health Precinct- Background Analysis 2017 and the Swan Hill Health Precinct Plan.

Discussion

The health care and social assistance industry in the municipality is subject to a complex mix of drivers and challenges, and the Health Precinct Study aims to develop a long term strategic vision to facilitate growth in this sector through the implementation of sound planning policy.

The health care and social assistance industry employed 11.8% of Swan Hill's population in 2011, second only to the agriculture, forestry and fishing industry which employed 18.3% at the time.

Swan Hill, like many other regional locations is experiencing a surge in demand for health and related services. Many factors, both demand and supply side, are driving this increase such as aging populations, improved accessibility of health services, increased marketing by health providers and subsequent awareness by customers of the extent of services available. These trends are expected to continue into the foreseeable future, and Swan Hill needs to be ready to accommodate the increased demand.

Communities expect certain health and medical standards and hold authorities to account to ensure these services can be delivered to acceptable levels. This community belief can present challenges to local authorities as they seek to maintain service standards for the communities and residents.

Appropriately, Council needs to develop a response to these issues, which caters for the expected growth and needs of both the industry and its customers, community expectations, as well as concurrently establishing a framework that supports and encourages industry and employment growth and investment.

It is anticipated that the Health Precinct Study will do just that through the implementation of sound planning policy and the development of a health precinct plan to increase job density and to facilitate industry clustering in the health services sector around the existing Swan Hill hospital.

Council determined to place the Swan Hill Health Precinct Plan and Background Analysis report on public exhibition at its June 2017 Ordinary Council meeting for a minimum period of 30 days.

Consultation

The Draft Health Precinct Plan and associated documentation was formally on exhibition for the months of August and September 2017, noting that further consultation did occur outside of these times. Letters and accompanying documentation were sent to affected landowners and health practitioners. A notice of the Draft Health Precinct Background Analysis report and Health Precinct Plan was placed in the Swan Hill Guardian along with a media release, and the information was also available on Council's website and at the Swan Hill Council offices.

In addition to the above, a public information session was held on 22 August 2017 to publically display the draft plan and provide opportunity for comment.

Submissions

A total of 4 submissions were received and 1 late submission by the Swan Hill District Hospital.

Below is a brief summary of the main concerns shared by the submitters (excluding the hospital's submission):

Parking

- Concerns over existing parking on the eastern side of Gummow Street – limited visitor parking available during business hours;
- Will there be a requirement for health businesses to provide off street car parking?
- Should ticket parking be introduced and if so, residents require exemption for themselves and visitors?
- Potential increase in car parking spaces in the vicinity of the hospital is a positive outcome – more detail is required on what is proposed for the median strip;
- Disabled parking space is needed in front of the rehabilitation centre.

Zoning

- Concerned that additional lots acquired by the hospital will be rezoned and allowed greater freedom;
- It is not clear how this exercise would provide certainty that the designated area is a precinct, when no rezoning is proposed.

Amenity

- What building restrictions will be imposed on residents?
- What building regulations will be relaxed for health services?
- Concerns about consolidating land to build large medical centres that would detract from the residential character;
- What buffers will be imposed on new health services?

Swan Hill District Hospital provided a late submission, which was unclear as to what they meant. Subsequently, the hospital was contacted and it was explained that the hospital's Board of Directors wanted the multi-unit property north of the hospital's main car park, be rezoned to public use zone for health purposes. It was explained that rezoning of land was unfortunately not part of this project and that it is simply to strengthen local planning policy.

The following updates to the Health Precinct Plan are proposed in response to submissions to improve clarity on planning controls and parking elements:

- Include the proposed Clause 21 and Clause 22 updates to the Swan Hill Planning Scheme in the Background Analysis report to provide clarity on the proposed planning provisions for the Health Precinct.
- Update the Background Analysis report to clarify the options for investigation related to parking aimed at increased turn over and availability during business hours, including:
 - Adoption of time restrictions for on-street parking during business hours for key streets in the health precinct
 - Demarcation of on-street parking along key residential streets in the health precinct
 - Provision of parking permits for residents and visitors on a demonstrated needs basis.

(Please note, it was explained to all submitters during the consultation period that the above parking related issues are not part of the Swan Hill Health Precinct Plan, and that Council will consider any recommendations related to parking, as a part of an integrated parking review. This is currently underway and will be reported to Council in the near future).

- Amend the suggested hours of operation in the proposed Clause 22.05 Non-residential Uses in Residential Zones Policy (as exhibited) as follows to ensure residential amenity in the health precinct:
 - Encourage hours of operation between:
 - 8:00am to 6:00pm Monday to Saturday
 - 9:00am to 3:00pm on Sunday.

The above revisions have been made to the Background Analysis report to respond to submissions received about amenity and parking. All other submitters have also been informed during the public consultation period that Council, as part of this process, is not proposing to make any zone changes to the affected properties. It is simply to strengthen local planning policy around the establishment of medical centres in Swan Hill to protect the amenity of surrounding property owners and at the same time to encourage development.

For more detail on the above, please refer to attachment 1: Summary of submissions and responses to matter raised.

Financial Implications

The adoption of the Swan Hill Health Precinct Plan will have ongoing costs in the form of Council officer time to implement the recommendations through amendments to the planning scheme. Council will also be responsible for the statutory fees with any planning scheme amendments.

Social Implications

The Swan Hill Health Precinct Plan has been developed to guide the development of future health services and to locate in a specific area to facilitate industry clustering in the health services sector. The relatively small number of submissions is seen as general satisfaction among the affected landowners and health service providers.

Economic Implications

The health services sector is a key driver of the economy contributing a large percentage of the municipalities total output. The Swan Hill Health Precinct Plan recognises the importance of health services and seeks to grow the industry, through supportive planning provisions.

Environmental Implications

Not applicable.

Risk Management Implications

Failure to implement robust land use strategies and policies leaves Council vulnerable to inappropriate and adhoc development.

Council Plan Strategy Addressed

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

Options

1. Adopts the Swan Hill Health Precinct Background Analysis, with recommended changes outlined in Attachment 1, except for the recommendations related to parking as this will be addressed through a separate report.
2. Adopts the Swan Hill Health Precinct Plan.
3. Not adopt the Swan Hill Health Precinct Background Analysis and Swan Hill Health Precinct Plan, and recommend changes.

Recommendations

That Council:

1. **Notes all submissions to the draft Swan Hill Health Precinct Plan.**
2. **Adopts the Swan Hill Health Precinct Background Analysis and Swan Hill Health Precinct Plan May 2017, except for the recommendations related to parking.**
3. **Advise all submitters of Council's decision.**
4. **Prepare documentation and seek authorisation to exhibit a planning scheme amendment to the Swan Hill Planning Scheme to implement the recommendations of the Swan Hill Health Precinct Background Analysis and the Health Precinct Plan.**

77/17 Motion

MOVED Cr Jeffery

That Council:

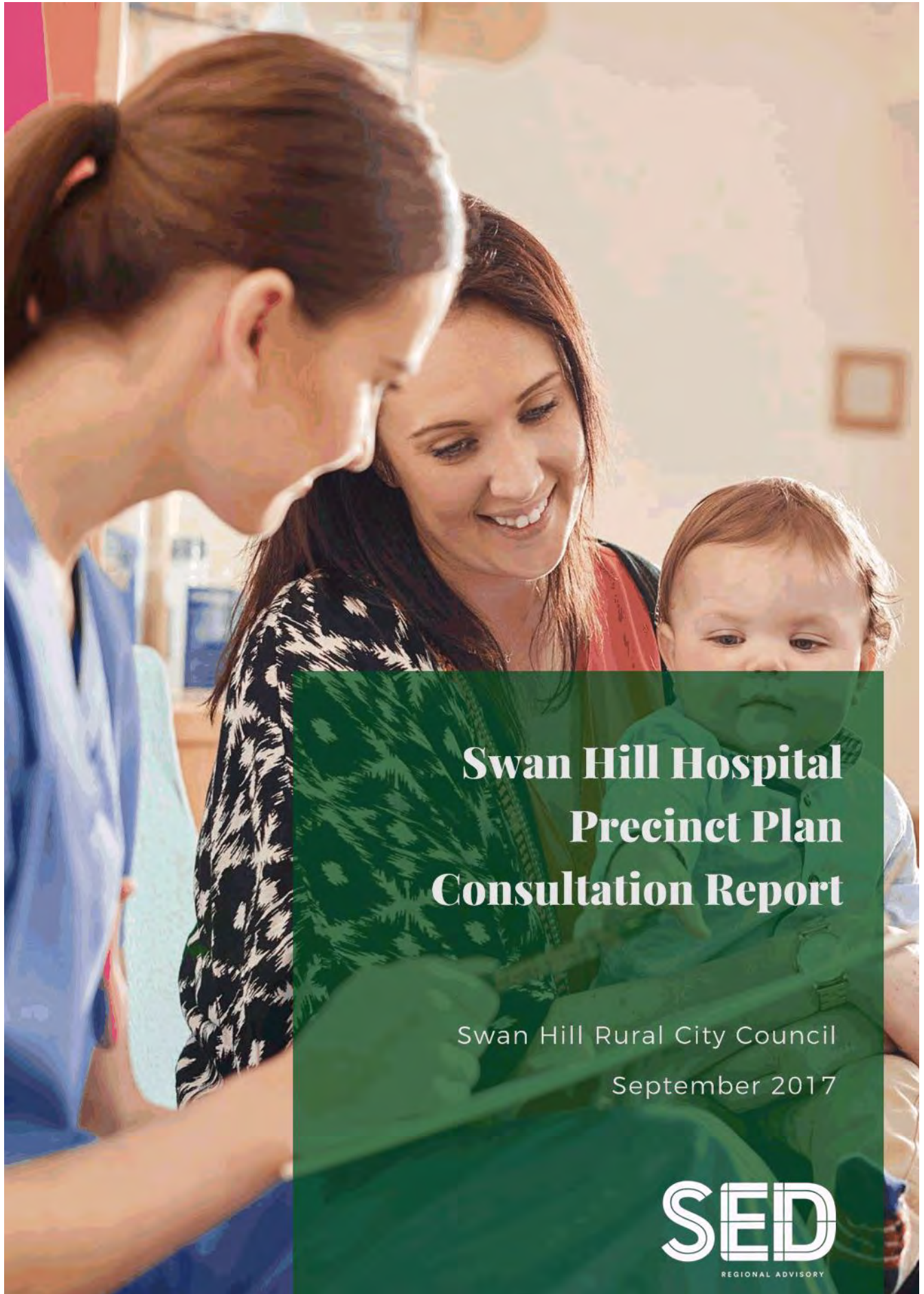
1. **Notes all submissions to the draft Swan Hill Health Precinct Plan.**
2. **Adopts the Swan Hill Health Precinct Background Analysis and Swan Hill Health Precinct Plan May 2017, except for the recommendations related to**

parking.

- 3. Advise all submitters of Council's decision.**
- 4. Prepare documentation and seek authorisation to exhibit a planning scheme amendment to the Swan Hill Planning Scheme to implement the recommendations of the Swan Hill Health Precinct Background Analysis and the Health Precinct Plan.**

SECONDED Cr Norton

The Motion was put and CARRIED



Swan Hill Hospital Precinct Plan Consultation Report

Swan Hill Rural City Council
September 2017

SED
REGIONAL ADVISORY



Report statement

The Swan Hill Hospital Precinct Plan Consultation Report has been prepared specifically for Swan Hill Rural City Council as the client. The Swan Hill Hospital Precinct Plan Consultation Report and its contents are not to be referred to, quoted or used by any party in any statement or application, other than by Swan Hill Rural City Council without written approval from SED.

The information contained in this document has been gained from anecdotal evidence and research. It has been prepared in good faith and in conjunction with Swan Hill Rural City Council. Neither SED, nor its servants, consultants, agents or staff shall be responsible in any way whatsoever to any person in respect to the report, including errors or omission therein, however caused.

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Contents

1. Introduction and Purpose..... 1

2. Health Precinct Planning Project..... 1

3. Engagement Process..... 2

3.1. Situational Analysis and Background Review – Phase 1 2

3.2. Public Exhibition – Phase 2 3

4. Submissions and Responses..... 3

5. Conclusion 9

Appendix A - Draft Health Precinct Plan (as exhibited)

Appendix B - Proposed Clause 21 and Clause 22 wording (as presented at public exhibition)

Appendix C - Fact Sheet

Appendix D - Copy of submissions

Table 1: Summary of submissions and responses to matters raised..... 5

1. Introduction and Purpose

This consultation summary outlines the consultation carried out with the community and key stakeholders during the Swan Hill Health Precinct planning process and summarises the issue raised by the community through the consultation process, as well as providing a response to matters raised in submissions.

The purpose of the stakeholder engagement process was to:

- Inform members of the community about the Precinct Plan at an early stage
- Provide opportunities for community members to contribute and share any perceptions, needs and concerns they may have about the Precinct Plan
- Provide opportunities for health service providers to contribute and share any perceptions, needs and concerns they may have about the Precinct Plan
- Provide opportunities for land owners to contribute and share any perceptions, needs and concerns they may have about the Precinct Plan.

The purpose of this summary document is to:

- Provide an overview of the consultation process completed for the Health Precinct
- Summarise comments and feedback received to the Draft Health Precinct Plan and Background Analysis Report
- Provide a response to matters raised by stakeholders during the engagement process.

2. Health Precinct Planning Project

The Swan Hill Rural City Council has commissioned SED Advisory to prepare a Health Precinct Study to present solutions and opportunities to further establish and grow a health services employment precinct in Swan Hill.

The health care and social assistance industry employed almost 14% of the Swan Hill population in 2016, second only to the agriculture, forestry and fishing industry, employing just over 18%. Health is responsible for the employment of 1,100 people, an increase of 18% from the 2010 figure of 920. The growth in the health sector of Swan Hill forms part of the broader increase in service based economies, reflecting the increasing significance of Swan Hill as a regional service centre. The health sector also contributes 8.3% of the value added to the local economy, to the value of \$89.4 million.

Swan Hill, like many other regional locations is experiencing a surge in demand for health and related services. Many factors are driving this increase such as ageing population, improved accessibility of health services, increased marketing by health providers and subsequent awareness by customers of services available.

This trend is expected to continue into the foreseeable future and Swan Hill needs to be ready to accommodate this increased demand. The effective provision of health services will support the general liveability of Swan Hill and the surrounding region.

The proposed Health Precinct will encourage industry clustering in the health services sector around the existing Swan Hill hospital, Swan Hill District Health facilities and private providers. This will increase job density and provide improved accessibility of services to the local community.

Establishing a Health Precinct will ensure sound planning policy and forward planning to accommodate the integrated expansion of health services in the city. This will both protect and grow the health industry through supportive planning provisions.

The draft Health Precinct Plan (refer Appendix A) provides certainty to health providers and the general public as to where such services are encouraged to locate in the future and how these facilities will be developed to ensure local amenity and land use.



The proposed Health Precinct includes the existing hospital and land immediately west of the hospital, bounded by McCallum Street, Splatt Street, McCrae Street and Gummow Street.

The area is already characterised by health service land uses, are proximate to the CBD and have excellent road access. The Health Precinct could potentially accommodate up to 15 new medical centres over the next 20 to 30 years.

The existing zoning of properties in the proposed Health Precinct will not change. Appropriate local policy is proposed under Clause 21 and Clause 22 of the Swan Hill Planning Scheme (refer Appendix B). This will provide strategic guidance to the assessment of future medical centre applications in the health precinct and embed the importance of the health sector to the local economy in the Planning Scheme. Specific planning provisions for medical centres will also be included that relate to hours of operation, car parking and access provisions, and site design outcomes.

3. Engagement Process

3.1. Situational Analysis and Background Review – Phase 1

During the information gathering and technical assessment phase of the project the following consultation and engagement activities were completed:

- Notification to all land owners within the study area informing them of the commencement of the project and providing contact details for directing enquiries or comments to at Council.

- Notification to all health service providers notifying them of the commencement of the project, providing contact details for directing enquiries or comments to at Council, and informing them of the questionnaires prepared for stakeholder engagement. This included physical site visits to service providers to drop off questionnaires and letters.
- Meeting with Swan Hill District Health as key stakeholder to discuss their future planning and existing facilities.
- Meeting with health service providers who requested interviews with SED Advisory.
- Engagement with health service users via questionnaires circulated by health service providers.
- Project information on Council's website to inform the general public of the project.

Feedback from engagement and consultation informed the Swan Hill Health Precinct Background Analysis Report and Draft Swan Hill Health Precinct Plan which were subsequently presented to Council for endorsement.

3.2. Public Exhibition – Phase 2

The draft Health Precinct Plan and Swan Hill Health Precinct Background Analysis Report was tabled at Council's Ordinary Meeting of 27 June 2017. Council endorsed the study for public exhibition.

Public exhibition occurred for a period of four weeks, with the submissions period concluded on 4 September 2017.

All landowners and residents within the proposed health precinct and immediate surrounds were notified in writing of the exhibition period, which included an invitation to attend the public information session.

Two public information sessions were held in the Town Hall on the 22nd of August. Approximately sixteen people attended the sessions.

Copies of the Draft Health Precinct Plan and Background Report were displayed, as well as the proposed Clause 21 and Clause 22 updates to the Swan Hill Planning Scheme. Fact sheets were also made available.

During the exhibition period the study was made available on Council's website, with contact details of the responsible officer provided to enable members of the public to direct any queries or questions to Council staff.

4. Submissions and Responses

A total of four (4) submissions were received during the exhibition period. The submissions raised matters relating to land use, planning provisions, consultation and parking.

The submissions and responses to matters raised are summarised in Table 1 below.

The proposed Health Precinct Plan and associated Clause 21 and Clause 22 updates to the Swan Hill Planning Scheme largely address the issues raised in submissions. The plan provides a clear directive for future land use, decision guidelines and parking infrastructure improvements to support the successful development of the precinct, whilst protecting existing residential amenity and character. The plan provides an appropriate level of detail to inform future works and investigations, and does not identify detailed parking design and infrastructure upgrades that is still to be developed by Council. This provides certainty to all land owners, health professionals and Council on the future vision for and opportunities within the precinct, without affecting residential use rights and amenity.

The following updates to the Health Precinct Plan are proposed in response to submissions to improve clarity on planning controls and parking elements:

- Include the proposed Clause 21 and Clause 22 updates to the Swan Hill Planning Scheme in the Background Analysis Report to provide clarity on the proposed planning provisions for the Health Precinct.
- Update the Background Analysis Report to clarify the options for investigation related to parking aimed at increased turn over and availability during business hours, including:
 - Adoption of time restrictions for on-street parking during business hours for key streets in the health precinct
 - Demarcation of on-street parking along key residential streets in the health precinct
 - Provision of parking permits for residents and visitors on a demonstrated needs basis.
- Amend the suggested hours of operation in the proposed Clause 22.05 Non-residential Uses in Residential Zones Policy (as exhibited) as follows to ensure residential amenity in the health precinct:
 - Encourage hours of operation between:
 - 8:00am to 6:00pm Monday to Saturday
 - 9:00am to 3:00pm on Sunday.

Table 1: Summary of submissions and responses to matters raised

SUBMITTER	TOPIC	ISSUE / KEY POINTS	RESPONSE
SUBMITTER A	<p>Consultation</p> <p>Building Design and amenity Zoning Amenity</p>	<ul style="list-style-type: none"> Further consultation required; insufficient timelines. What additional building restrictions may be imposed on existing residents? What building restrictions will be relaxed for proposed health businesses? What will the permitted hours of operation for health businesses be in the current residential zone? Concern that residential allotments acquired by health services will be rezoned to allow greater freedom of building/business use once the precinct is approved. How did the property on the c/o McCrae and High Street become PUZ? Questions regarding gross floor area for medical centre and the 250m² provisions of the GRZ, and the potential for consolidation of properties for larger medical centres which may impact on property value and amenity. 	<ul style="list-style-type: none"> Multiple opportunities for consultation and engagement have been provided by Council. Landowners affected by the project were informed of the study in writing on 7 March 2017. This notification included an invitation to contact Council during the project to obtain information or provide feedback to Council. Council's website contained updates and contact information on the project. Council consider the draft precinct plan at a public Council meeting on 27 June 2017. Landowners and residents were invited in writing on 7 August 2017 to inform them of the consultation process on the draft Health Precinct plan. The consultation period included 30 calendar days, concluding on 4 September 2017. A public information session was held on 22 August to publicly display the draft plan and provide opportunity for comment. The formal public consultation period as part of the Swan Hill Planning Scheme Review amendment will provide a further extensive consultation process, including an independent Panel. Improved and stricter design and development requirements for medical centres will be included in the Planning Scheme as a new local policy under Clause 22 as part of the health precinct plan. There will be no additional building restrictions imposed on existing residential development; the current residential zoning and planning provisions for residential development (new and existing) will be retained. New guidelines for hours of operation will be included in the Planning Scheme for medical centres in residential areas under Clause 22. Each medical centre application will be assessed on merit, and Council can impose specific hours of operation as part of permit conditions. Revised hours of operation are proposed post public consultation to respond to concerns on residential amenity. This plan does not propose or support the rezoning of any properties in the proposed health precinct. No new planning overlays are proposed. The current General Residential Zone (GRZ) and Public Use Zone (PUZ3) will be retained. The property on the c/o McCrae and High Street became PUZ on 12/09/2013 via Amendment C52. Improved and stricter design and development requirements for medical centres will be included in the Planning Scheme as a new local policy under Clause 22. New development for health uses will have to respond to these more stringent design outcomes and amenity requirements, which include hours of operation, car parking and building design elements. New medical centres in Swan Hill will however be encouraged to locate in the health precinct to provide the identified benefits of co-location.

SUBMITTER	TOPIC	ISSUE / KEY POINTS	RESPONSE
		<ul style="list-style-type: none"> • What buffers (noise, light, security, etc.) for directly affected residents will be imposed on health businesses being developed? 	<p>The GRZ currently allows medical centres of 250m² or less to be developed for land fronting McCallum Street without the need of a planning permit; any centre larger than 250m² requires a planning permit. Any other GRZ land in the health precinct requires a planning permit, irrespective of the floor space area. The health precinct plan does not propose to change this, and all medical centres in the GRZ will still require a planning permit.</p> <p>Consolidation of properties may be required to develop well designed medical centres, noting that the scale and design must respect the residential character and amenity of the area. All new medical centres of this scale will require a planning permit and will need to comply with the proposed new policy provisions under Clause 22 and all existing planning scheme provisions for GRZ land, which should address any amenity concerns.</p> <p>Land values in the precinct is likely to increase due to the proposed planning scheme provisions, noting the focus of proposed planning provisions to ensure residential amenity whilst facilitating health uses.</p> <ul style="list-style-type: none"> • The proposed health precinct does improve the design requirements for health uses. Any design and operational requirements will be specified in a planning permit issued for a medical centre. This will include elements such as screening, fencing, parking, lighting, security, setbacks, and access. Neighbouring properties will have an opportunity to provide comments and/or objections to permit applications to influence design and development.
	Parking	<ul style="list-style-type: none"> • Concerns over existing parking on the eastern side of Cummow Street, with limited visitor parking available during business hours. • Will health businesses be required to provide off street parking for clients and how many? Will businesses be restricted in not having onsite parking? • The report suggests the rear of 7 Cummow Street and 64 & 66 McCrae Street as potential car parking which 	<ul style="list-style-type: none"> • The draft precinct plan identifies the need to increase on-street parking in Cummow Street. No specific recommendation is proposed - Council will need to work with residents in developing the appropriate solution, which may include improved demarcation of parking spaces and introduction of time restrictions (e.g. signage for short term parking of 1 to 2 hour parking) to increase parking turn over and availability. • Availability of on street parking in the broader precinct can be increased by improved parking design in High Street, demarcation of parking along other streets in the precinct, including Cummow Street. • There will be provisions that require health uses to provide off-street car parking, preferably at the rear of the properties to maintain the residential character of the neighbourhood at the frontage. The rate of provision will be as per Planning Scheme requirements. • The report does not suggest these properties to be used for car parking.

SUBMITTER	TOPIC	ISSUE / KEY POINTS	RESPONSE
		<p>will be unacceptable for neighbouring residents.</p> <ul style="list-style-type: none"> Should ticket parking in residential streets be introduced as proposed in the report, existing residents will require exemption for both residents and visitors. 	<ul style="list-style-type: none"> The report does not propose ticketed parking in residential streets. It merely identifies that Council can consider parking restrictions along key streets such as Cummmow Street to increase parking availability and turnover. This does not imply ticketed parking, but restrictions via signage on time limits for parking (eg. 1 hour parking) that can be enforced. Exemptions for residents (eg. via permits) could form part of the conditions of these restrictions.
SUBMITTER B	Parking	<ul style="list-style-type: none"> The increase in car parking spaces in the vicinity of the Hospital is a positive from the plan and will address traffic congestion in High St. However, it is not clear if median strip will be removed. The replacement of parallel parking with angled parking in McCrae Street, between Splatt & High Streets would further alleviate parking congestion. Also the addition of a disabled parking bay in front of the rehabilitation centre is needed. The need for increased car parking in the hospital area predates this 'plan' and is already in the remit of Council to address for residents where businesses are permitted to operate. 	<ul style="list-style-type: none"> Agreed – the draft precinct plan includes a focus on increasing on and off street parking in the precinct, with High Street being a key element. The final design of the upgrade to High Street will be confirmed by Council, including the future of the current median strip. Three design options are under consideration. The plan does not stipulate this option or additional disabled parking. Council can work with the adjacent land owners to confirm whether this may be a viable future upgrade. The plan identifies key actions Council can take to increase car parking in the precinct and support further investment in the precinct.
	Zoning	<ul style="list-style-type: none"> It is unclear how this exercise provides certainty that the designated area is a precinct. If no zoning changes are proposed, there is no need for the plan and there is no certainty about planning outcomes. 	<ul style="list-style-type: none"> The plan, project documentation, exhibition materials and key findings clearly identify the purpose of the health precinct and the proposed Planning Scheme provisions. The background report will however be updated to include the proposed Clause 21 and Clause 22 wording to consolidate the key findings. <p>The background review identified that rezoning is not the preferred planning mechanism to implement the health precinct, as it has unintended and unnecessary implications for existing and future residential uses in the precinct. Zoning is not the only mechanism to affect change in land use and development. It is proposed that provisions relating specifically to health uses would be added to</p>

SUBMITTER	TOPIC	ISSUE / KEY POINTS	RESPONSE
SUBMITTER C			<p>the Local Planning Policy Framework. These provisions would address the hours of operation, car parking and access provisions, and site design outcomes. This will also provide clear strategic support for the development of the health precinct to support future decision making.</p> <p>The existing zoning provisions including the ResCode requirements would also still apply, supported by clear policy direction.</p> <p>The draft precinct plan clearly identifies potential future land use and parking infrastructure improvements to support the successful development of the precinct. This provides certainty to all land owners, health professionals and Council on the future vision for and opportunities within the precinct, without affecting residential use rights and amenity.</p>
	Aesthetics	<ul style="list-style-type: none"> Concerned about changes to aesthetics of the area 	<ul style="list-style-type: none"> The proposed changes will require new development for health uses to meet higher design standards. The existing use rights and amenity of residential properties are protected in the proposed planning provisions.
	Parking	<ul style="list-style-type: none"> Affected by increase in parking facilities 	<ul style="list-style-type: none"> In addition to increasing the provision of car parking spaces (both on and off street), the plan also aims to improve the functionality of car parking in the precinct by formalising car parking spaces. New developments will need to provide on-site parking as per Planning Scheme provisions.
	Property values	<ul style="list-style-type: none"> Concerned about property values into the future 	<ul style="list-style-type: none"> Land values in the precinct is likely to increase due to the proposed planning scheme provisions, noting the focus of proposed planning provisions to ensure residential amenity whilst facilitating health uses.
SUBMITTER D	Impact on church site	<ul style="list-style-type: none"> The Diocese wants to be positive and encouraging of the development of the health sector. However attention is drawn to the Anglican Church and parish centre which is extensively used by the community. The building is also identified as a significant heritage building in the heart of Swan Hill. 	<ul style="list-style-type: none"> The plan acknowledges the existing use and heritage significance of the site. No change to the zoning, use or overlays of the church site is proposed. The draft precinct plan has a specific annotation for the site to ensure this outcome. It is however noted that the church site could be adaptively re-used in for health or community uses if the land owner wants to pursue this opportunity in future.

5. Conclusion

Extensive engagement and consultation with key stakeholders and the public have informed the development of the Swan Hill Health Precinct Plan. The proposed Health Precinct Plan and associated Clause 21 and Clause 22 updates to the Swan Hill Planning Scheme provides a clear directive for future land use, decision guidelines and parking infrastructure improvements to support the successful development of the precinct.

The plan provides an appropriate level of detail to all land owners, health professionals and Council on the future vision for and opportunities within the precinct, without affecting residential use rights and amenity.

Three minor updates to the study documentation are proposed in response to submissions received during the public exhibition process, aimed at providing clarity on proposed planning provisions and parking improvements within the precinct.

Further formal consultation on the proposed Planning Scheme updates related to the Health Precinct Plan will occur as part of the amendment process for the Swan Hill Planning Scheme review project.

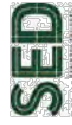
Appendix A - Draft Health Precinct Plan (as exhibited)



SWAN HILL HEALTH PRECINCT PLAN



- A** SHDH HOSPITAL SITE
Continued use and development of the SHDH hospital, aged care and other health facilities, informed by a master plan for the site.
- B** ANGLICAN CHURCH SITE
Continued use of the site as community facility. Possible future adaptive-reuse for health uses, noting the Heritage Overlay provisions for the site.
- C** HEALTH CARE EXPANSION AREA (PRIMARY)
Expansion of health care uses (including medical centres) by adaptive-reuse and/or redevelopment of existing residential sites. Medium density housing that support the health precinct and contribute to the amenity of the area will also be encouraged. On-site car parking to be provided as per Council policy requirements.
- D** HEALTH CARE EXPANSION AREA (SECONDARY)
Expansion of health care uses (including medical centres) by adaptive-reuse and/or redevelopment of existing residential sites, noting the Heritage Overlay provisions for 42 Splatt Street. On-site car parking to be provided as per Council policy requirements.
- E** MEDIUM DENSITY HOUSING SITE
Retain the existing multi-unit development that contributes to the overall amenity and activation of the precinct.
- 1** HIGH STREET PARKING
Additional on-street parking by replacing parallel parking with angled to service existing and future health and medical uses.
Approx. 16 additional car parks
- 2** MCCALLUM STREET PARKING (SOUTH)
Additional on-street parking by replacing parallel parking and medical parking to service existing and future health and medical uses.
Approx. 3 additional car parks
- 3** MCCALLUM STREET - HIGH STREET INTERSECTION
Upgrade to a roundabout with appropriate intersection treatments and changes to on-street parking.
- 4** GUMMOW STREET (EAST)
Retain the centre median as interface between residential and health uses. Investigate opportunities to increase on-street parking to service new health care uses.
- 5** SHDH OFF-STREET PARKING (38-40 HIGH STREET)
The SHDH off-street parking area can be reconfigured to increase the number of off-street car parks in the precinct. The number of crossovers can also be reduced to increase on-street parking. Possible pocket park with seating centrally locate between car parks to contribute to the overall amenity of the precinct. Approx. 24 additional car parks



SED Advisory
19 Albert Street, Ballarat

Appendix B – Proposed Clause 21 and Clause 22 wording (as presented at public exhibition)



Swan Hill Health Precinct

Proposed Planning Scheme Changes

It is not recommended to rezone the land within the precinct – the current General Residential Zone (GRZ) and Public Use Zone (PUZ3) will be retained.

The proposed Health Precinct will be implemented in the policy section of the Swan Hill Planning Scheme, through amendments to the Local Planning Policy Framework (LPPF).

CLAUSE 21 Municipal Strategic Statement

Relevant sections of *Clause 21 Municipal Strategic Statement* of the Swan Hill Planning Scheme will be amended to:

- ✓ Include a specific policy, strategy and objective which will provide strategic justification and guidance in the assessment of future medical centre planning permit applications in Swan Hill and the proposed Health Precinct.
- ✓ Embed the importance of the health sector to the local economy in the Planning Scheme. Specific planning provisions for medical centres will also be included that relate to hours of operation, car parking and access provisions, and site design outcomes.

The following potential additions are proposed in a revised LPPF:

Clause 21.01-1 Profile

Add:

The health care and social assistance sector is the second largest employment sector in the municipality providing 13.7% of jobs, and the demand for health services is set to increase based on projected demographics and population growth. Swan Hill will continue the role of health service centre for the city, surrounding smaller settlements and the broader region.

Clause 21.01-2 Key Issues and Influences

Add:

Facilitate the growth of the health care and social assistance sector in the Swan Hill Health Precinct as important employer and value add component of the economy.



Clause 21.02-2 Swan Hill

Add:

The health care sector is a key employer in Swan Hill, and contributes to the liveability and quality of life of the broader region. The health precinct containing the Swan Hill District Hospital, associated health care services and private health care providers will continue to provide key health services and accommodate further expansion of the health care sector in Swan Hill providing agglomeration economies and regional productivity gains.

Strategy 4.12 Encourage the expansion of the health care sector and location of new medical centres within the health precinct between Splatt Street, McCallum Street, Gummow Street and McCrae Street.

CLAUSE 22 Local Planning Policies

To provide more clarity on the design and development outcomes sought for medical centres, a new local policy is proposed for non-residential uses in residential areas in **Clause 22 Local Planning Policies** which also covers medical centre developments.

Add:

Clause 22.05 Non-Residential Uses in Residential Zones Policy

Medical Centres and Veterinary Clinics

- Encourage Medical Centres to locate within the Swan Hill Health Precinct.
- Encourage hours of operation between:
 - ✓ 8.00am to 9.00pm Monday to Saturday and
 - ✓ 9.00am to 6.00pm Sunday.
- Car parks should be located to the rear of the building or set back suitably from the front boundary to provide adequate landscaping that is in keeping with the surrounding residential character.
- Direct access to the reception area should be provided from the car parking area.



Appendix C - Fact Sheet



Swan Hill Health Precinct – Fact Sheet

Swan Hill, like many other regional locations is experiencing a surge in demand for health and related services. Many factors are driving this increase such as ageing population, improved accessibility of health services, increased marketing by health providers and subsequent awareness by customers of services available.

This trend is expected to continue into the foreseeable future and Swan Hill needs to be ready to accommodate this increased demand.

The effective provision of health services will support the general liveability of Swan Hill and the surrounding region.

The health sector is a key economic driver within the Municipality. Swan Hill is well positioned to build on the established health sector in the city by supporting further Government and private investment in the health sector to the benefit of the community.

Purpose

The proposed Health Precinct will encourage industry clustering in the health services sector around the existing Swan Hill hospital, Swan Hill District Health facilities and private providers. This will increase job density and provide improved accessibility of services to the local community.

Establishing a Health Precinct will ensure sound planning policy and forward planning to accommodate the integrated expansion of health services in the city. This will both protect and grow the health industry through supportive planning provisions.

The draft Health Precinct Plan provides certainty to health providers and the general public as to where such services are encouraged to locate in the future and how these facilities will be developed to ensure local amenity and land use.

Health Sector Key Facts

- Services almost 40,000 people in Swan Hill and the region.
- Employed 1,100 people in 2016 - almost 14% of Swan Hill's total employment, second only to agriculture employing just over 18%.
- Health sector employment increased by 18% from the 2010 figure of 920.
- Contributes 8.3% of value added to the local economy - \$89.4 million in 2016.
- The population of Swan Hill rural city is expected to increase by 15% in 2031, with this concentration of population supporting centralised health service provision within Swan Hill.
- Statistics from the Victorian Government indicates a high demand for health services in Swan Hill based on a range of factors, including a higher than State average of children aged 0-14 and persons aged 65 and older.

Health Precinct

The proposed Health Precinct includes the existing hospital and land immediately west of the hospital, bounded by McCallum Street, Splatt Street, McCrae Street and Gummow Street.

The area is already characterised by health service land uses, are proximate to the CBD and have excellent road access.

The Health Precinct could potentially accommodate up to 15 new medical centres over the next 20 to 30 years.



Zoning

The existing zoning of properties in the proposed Health Precinct will not change: properties with a residential zoning (General Residential Zone) will retain this zoning, similarly the Public Use Zone will be retained for properties used by Swan Hill District Health.

Any future application for a medical centre will require a planning permit under the provisions of the Swan Hill Planning Scheme. Applications will be assessed on merit and how they respond to specified design outcomes.

Local Policy

Appropriate local policy is proposed under Clause 21 and Clause 22 of the Swan Hill Planning Scheme. This will provide strategic guidance to the assessment of future medical centre applications in the health precinct and embed the importance of the health sector to the local economy in the Planning Scheme. Specific planning provisions for medical centres will also be included that relate to hours of operation, car parking and access provisions, and site design outcomes.

Health Precinct Plan (draft)

The draft Health Precinct Plan provides guidance of how the precinct will develop and how infrastructure and parking will be improved.

The Plan provides a framework for future land use, access and parking, and clearly shows the proposed precinct boundary.

Key elements of the Plan include:

- Land earmarked for core health uses
- Land earmarked for potential transition from residential to health care use
- Land earmarked for community and health care use
- Land for residential multi-units
- Parking upgrades

Next Steps

Consultation with health service providers and users have informed the plan. Public comments are now invited to inform the finalisation of the Health Precinct Plan. Public comments are invited until 4 September 2017.

Should you require any further information please contact the Development & Planning unit of Swan Hill Rural City Council.

Appendix D – Copy of submissions



SWAN HILL HEALTH PRECINCT PLAN.

Public Consultation Feedback Form

As key stakeholder your views are very important to us and we would like to hear what you think about the draft Health Precinct Plan.

Your comments will be considered and will inform the development of the final Health Precinct Plan. You can make general comments or comment on specific issues.

The closing date for feedback is 5.00pm on Monday, 4 September 2017.

About You

Name (s) :	Pat & Lee Ahern
Address:	11 Gummow St, Swan Hill
Contact Details:	5032 3238 0418 328272

Feedback questions (attach additional pages if required)

How will you be affected by the draft Health Precinct Plan?

See attached

This is only our initial thoughts and queries on the proposal and report. I am sure more will follow as we absorb the information and responses to attached are received. Further consultation and information sessions should be schedule for all residents as a group.



Do you have any suggested changes which you think would improve the Plan?

More consultation required. Timelines were totally insufficient.

Thank you for taking the time to give us your views on Health Precinct Plan.



Please return your form to us either by email or post to the following address:

Email: plow@swanhill.vic.gov.au
Post: Swan Hill Rural City Council
PO Box 488
Swan Hill VIC 3585

IF you have any queries on the Health Precinct Plan you can contact Swan Hill Council Development Manager, Stefan Louw on (03) 5035 2352.

Please return your form to us either by email or post before 5.00pm on Monday, 4 September 2017

We will review and consider carefully all submissions received during the consultation process. Your comments will inform the development of the final master plan.

How will you be affected by the draft Health Precinct Plan?

Building and Zoning:

In adopting a health precinct for this area, what additional building restrictions may be imposed on existing residents? Conversely, what residential building restrictions will be relaxed for any proposed health business?

What, if any will be the permitted hours of operating any health business in this current residential zone.

We would also be concerned that, once a health precinct is agreed and approved current residential allotments acquired by a health service would be rezoned to allow greater freedom of building or business use.

Question: How did the property on the corner of McCrae and High become PUZ?

Under 5.10.2, the report discusses a restriction of 250m² gross floor area on a medical centre within the GRZ but then states within the Executive summary of the opportunity of consolidating multiple properties for purpose built consulting rooms. There is no mention of the gross floor area under this scenario.

What will be remaining resident's confidence that multiple properties will not be turned into major medical centre's impacting on their quality of life and future property value.

Should an appropriate land use policy directive be developed and communicated to residents, as suggested in the report before adopting the precinct proposal?

Other:

What buffers (noise, lighting, security, etc) for directly affected residents will be imposed on a health business being developed in the neighborhood (next door)?

Parking:

At present the east side of Gummow St becomes a parking nightmare on certain days(worse when the hospital education centre is operating) with cars parking right up to driveways, and intersections (McCrae St intersection) making it difficult and dangerous for local residents to access their properties. There is limited residential visitor parking available during these times.

With proposed health precinct and subsequent introduction of health businesses into the street, this will only worsen.

Will health businesses be required to provide off street parking for clients and how many? Will businesses be restricted in not having "parking lots" in the back or front yards of existing residential lots? The report indicates NOT.

The report under 8.2.1 discusses the use of existing residential allotments at 7 Gummow and the rears of 64&66 McCrae Sts as potential additional carparking. This would be totally unacceptable to existing neighboring residents and will impact the amenity of the area as a prime residential choice.

8.2.1 Also suggests that the rears of 64 & 66 McCrae are fenced off only. My understanding is that this land has been previously subdivided and a building permit (now expired) was issued around 10yrs ago.

Should ticket parking in residential streets be introduced as proposed in the report, existing residents will require exemption for both resident and visitor.

A lot more consultation and explanation required with residents. Notification on 7 March indicating that the study and consultation would be undertaken, consultation with targeted landowners scheduled for April / May (which did not take place) then a briefing on the 22 August and feedback required by 4 September, is insufficient for residents to fully assess and absorb the information, read a complex report that most would not be able to comprehend and then assess the potential impacts to their quality of life and future plans.



SWAN HILL HEALTH PRECINCT PLAN

Public Consultation Feedback Form

As key stakeholder your views are very important to us and we would like to hear what you think about the draft Health Precinct Plan.

Your comments will be considered and will inform the development of the final Health Precinct Plan. You can make general comments or comment on specific issues.

The closing date for feedback is 5.00pm on Monday, 4 September 2017.

About You

Name (s) :	Bradley Stacey (Resident & Business Owner Operator) Simon Bradley (Worker)
Address:	42 High St, Swan Hill, Vic, 3585
Contact Details:	accounts@staceylab.com.au 5033 1788

Feedback questions (attach additional pages if required)

How will you be affected by the draft Health Precinct Plan?

The addition of overdue car parking increases in the immediate vicinity of the Hospital is a positive from the 'plan', which will address traffic congestion in High St.

However it does not stipulate whether the median strip will be removed.



Do you have any suggested changes which you think would improve the Plan?

The replacement of parallel parking with angled parking in McCrae St, between Splatt & High Sts adjacent to the designated area would further alleviate parking congestion. Also the addition of a disabled parking bay in front of the rehabilitation centre is needed.

The wording of the 'purpose' in the fact sheet for the public, if a true reflection, does not give the public any confidence as to what the actual plan is.
Wording such as 'provides certainty to health providers and the general public as to where services are encouraged to locate', is strange.

If there is no specific intent to change zoning or acquire property (which isn't specified in the plan) then it is unclear how this exercise 'provides certainty' that the designated area is any type of precinct, let alone a health precinct.

The need for increased car parking in the hospital area predates this 'plan' and is already in the remit of the Council to address for residents where businesses are permitted to operate.
As no formal zone is indicated as being set from this draft for only health services being permitted in the area, we see no concrete need for the council to have spent time and money on this 'plan'.
If this prefaces changes to zoning then this should be clearly stated in the 'purpose' and would then clearly convey to all residents the exact nature and necessity of council focus.

Thank you for taking the time to give us your views on Health Precinct Plan.



SWAN HILL HEALTH PRECINCT PLAN

Public Consultation Feedback Form

As key stakeholder your views are very important to us and we would like to hear what you think about the draft Health Precinct Plan.

Your comments will be considered and will inform the development of the final Health Precinct Plan. You can make general comments or comment on specific issues.

The closing date for feedback is 5.00pm on Monday, 4 September 2017.

About You

Name(s):	Ron & Nancy Martin
Address:	10 Gorman St Swan Hill 3585
Contact Details:	50 32 40 34 0427 1208 35 ronan35@bigpond.com

Feedback questions (attach additional pages if required)

How will you be affected by the draft Health Precinct Plan?

① Concerned the change to the aesthetics the area.

② An increase in already parking facilities.

③ A concern about property values into the future.



Do you have any suggested changes which you think would improve the Plan?

[Empty response box]

[Empty response box]

[Empty response box]

Thank you for taking the time to give us your views on Health Precinct Plan.



Anglican Diocese of
BENDIGO

The Right Reverend Andrew W Curnow AM
Bishop of Bendigo

21 August 2017

Stefan Louw
Development Manager
Swan Hill Rural City Council
PO Box 488
SWAN HILL VIC 3585

Sent via email: slouw@swanhill.vic.gov.au

Dear Stefan

I'm writing on behalf of the Diocese of Bendigo in response to your letter of 7 August 2017 outlining the proposed establishment of a health services precinct in Swan Hill.

The Diocese have had the opportunity to download the proposed precinct plan and consider the plan. In principle, the Diocese would want to be positive and encouraging of the development of a health services precinct in Swan Hill to support the growth and development of the health sector. However, the Diocese, as clearly illustrated on the proposed precinct plan, would draw Council's attention to the Anglican Church and parish centre which is extensively used by the community.

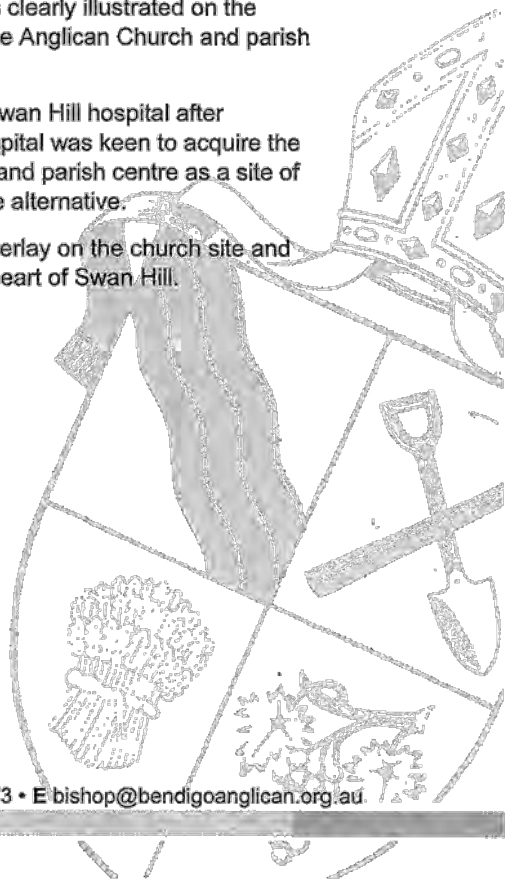
Some years ago the Diocese sold over half our site to the Swan Hill hospital after considerable and protracted negotiation. At the time the hospital was keen to acquire the whole site, but the Diocese was unwilling to sell the church and parish centre as a site of comparative value and place was not identified as a suitable alternative.

As you would also be aware, the Council have placed an overlay on the church site and identified Christ Church as a building of significance in the heart of Swan Hill.

Thank you for the opportunity to respond.

With every blessing
Yours sincerely

The Rt Rev'd Andrew Curnow AM
Bishop of Bendigo





19 Albert St, Ballarat VIC 3350

182A Lava St, Warrnambool VIC 3280

www.sedadvisory.com



Swan Hill Health Precinct – Background Analysis

Swan Hill Rural City Council

Final Report

October 2017

Contents

1. Executive summary.....	2
2. Introduction.....	8
3. Context and background.....	9
4. Study Area	10
5. Policy context	11
5.1 Council Plan 2013-17 – 2015/16 Update.....	11
5.2 Loddon Mallee North Regional Growth Plan.....	11
5.3 Swan Hill Rural City Council Public Health and Wellbeing Plan 2013-2017	14
5.4 Swan Hill Rural City Council Economic Development Strategy 2011-2016.....	15
5.5 Swan Hill Riverfront Masterplan 2013.....	16
5.6 Swan Hill Lake Boga Economic Development, Tourism and Marketing Strategy 2012-2017	16
5.7 Swan Hill Car Parking Strategy (2016)	17
5.8 Swan Hill Planning Scheme Amendment C52 Explanatory Report.....	18
5.9 Swan Hill Retail Strategy 2014.....	19
5.10 Swan Hill Planning Scheme.....	19
6. Existing medical services	23
7. Demographic and Economic Analysis.....	25
7.1 Demographic Analysis.....	25
7.2 Economic Analysis	26
8. Land Use and Suitability Analysis.....	29
8.1 Overall Study area	29
8.2 Primary Study Area.....	30
8.3 Secondary Study Area 1	39
8.4 Secondary Study Area 2	44
8.5 Secondary Study Area 3	47
8.6 Study Area Analysis Summary.....	50
9. Health Precinct Plan (draft).....	52
10. Proposed Local Planning Policy Updates to the Swan Hill Planning Scheme.....	53
10.1 Retention of Existing Zoning and Overlay Provisions.....	53
10.2 Proposed Clause 21 and Clause 22 updates to the Swan Hill Planning Scheme.....	53
11. Stakeholder perspective	55
11.1 Phase 1 Consultation – Situational analysis and background review	55
11.2 Phase 2 Consultation – Public exhibition of draft Health Precinct Plan.....	62
12. Reference Documents	64
13. APPENDIX A – Swan Hill Health Precinct Plan	65

List of tables

Table 1 – Health service providers in Swan Hill.....	23
Table 2: Swan Hill Health Precinct -catchment estimated residential population, by year	25
Table 3 – Swan Hill LGA Population Age Profile, 2012.....	25
Table 4 – Swan Hill Health Services, 2012.....	26
Table 5 – Swan Hill Health Services Utilisation, 2012	26
Table 6: Land Use Analysis - Primary Study Area.....	32
Table 7: On-street Parking in the Primary Study Area.....	39
Table 8: Land Use Analysis - Secondary Study Area 1	42
Table 9: On-street Parking in the Secondary Study Area 1	44
Table 10: Land use analysis - Secondary Study Area 2.....	46
Table 11: On-street Parking in the Secondary Study Area 2	47
Table 12: On-street Parking in the Secondary Study Area 3	49
Table 13: Summary of Land Use and Suitability Analysis.....	50
Table 14: Distribution of service user and provider questionnaires.....	55

List of figures

Figure 1: Study Area	10
Figure 2: Future Directions for Economic Growth in the Region (source: DTPLI).....	11
Figure 3: Settlement Framework Communities of Interest (source: DTPLI)	12
Figure 4: Regional Growth Plan Promoting Growth in Swan Hill	14
Figure 5: Opportunities for Change to On-Street Car Parking (Source - Swan Hill Car Parking Strategy)	18
Figure 6: Swan Hill CBD Precincts (Source - Swan Hill Planning Scheme).....	20
Figure 7: Zoning Map – Study Area	21
Figure 8: Overlays Map – Study Area.....	22
Figure 9: Existing Medical and Allied Health Services in Swan Hill	24
Figure 10: Value Added from 2010-2016 for Swan Hill (Source – REMPLAN).....	27
Figure 11: Employment per Sector 2010-2016 (Source: REMPLAN).....	28
Figure 12: Existing Land Use in the Study Area	30
Figure 13: Land Use - Primary Study Area.....	31
Figure 14: Street Frontage Character - Primary Study Area.....	32
Figure 15: Land Use - Secondary Study Area 1	40
Figure 16: Street Frontage Character - Secondary Study Area 1	41
Figure 17: Land Use - Secondary Study Area 2	45
Figure 18: Street Frontage Character - Secondary Study Area 2.....	46
Figure 19: Land Use - Secondary Study Area 3	48
Figure 20: Street Frontage Character - Secondary Study Area 3.....	48
Figure 21: Potential Health Precinct Boundary	51
Figure 22 : Number of respondents by service type	56
Figure 23: Change in client numbers in past three to five years, by number of respondents	56
Figure 24: Importance of proximity to hospital for clients, by number of respondents	56

Figure 25: Importance of proximity to hospital for providers, by number of respondents.....	57
Figure 26: Number of health service users, by age and whether any dependents	59
Figure 27: Service type access in last 12 months, by number of respondents.....	60
Figure 28: Number of types of services accessed, by number of respondents.....	60
Figure 29: Number of times access services, by number of respondents.....	61
Figure 30: Importance of health service proximity to the hospital by number of respondents.....	61
Figure 31: Types of service most often travelled to outside of Swan Hill, by number of respondents.....	62

Report statement

The Swan Hill Health Precinct – Background Analysis has been prepared specifically for Swan Hill Rural City Council as the client.

The Swan Hill Health Precinct – Background Analysis and its contents are not to be referred to, quoted or used by any party in any statement or application, other than by Swan Hill Rural City Council without written approval from SED.

The information contained in this document has been gained from anecdotal evidence and research. It has been prepared in good faith and in conjunction with Swan Hill Rural City Council. Neither SED, nor its servants, consultants, agents or staff shall be responsible in any way whatsoever to any person in respect to the report, including errors or omission therein, however caused.

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1. Executive summary

The Swan Hill Rural City Council has commissioned SED Advisory to prepare a Health Precinct Study to present solutions and opportunities to further establish and grow a health services employment precinct in Swan Hill. The project will culminate in the development of a precinct plan to increase job density and industry clustering in the health services sector around the existing Swan Hill hospital.

This background analysis document provides an overview of the policy context within which the proposed health precinct will be developed and outlines current and projected health service supply and demand in the Swan Hill area. The current policy context of both State Government and Local Government support the provision of health services and infrastructure in Swan Hill, to effectively service the growing demand, ageing population and support local economic development and liveability outcomes.

The Swan Hill Local Government Area had an estimated residential population of 20,580 in 2014, with a median age of 39.2. It should be noted that the population catchment area for health service providers in the Swan Hill township is broader than just the Swan Hill Local Government Area (LGA), with approximately 40,000 from adjacent regional towns and areas accessing Swan Hill for health services.

While the overall population for the suggested Health Precinct catchment area is projected to decline by 8% to 37,409 people in 2031, the population for Swan Hill rural city is expected to increase by 15% to 12,181 people over this time. This concentration of population within the rural city location provides a further case for centralising health services within Swan Hill, with outreach services for small regional towns in the area for people who are unable to travel into Swan Hill.

The health care and social assistance industry employed almost 14% of the Swan Hill population in 2016, second only to the agriculture, forestry and fishing industry, employing just over 18%. Health is responsible for the employment of 1,100 people, an increase of 18% from the 2010 figure of 920. The growth in the health sector of Swan Hill forms part of the broader increase in service based economies, reflecting the increasing significance of Swan Hill as a regional service centre. The health sector also contributes 8.3% of the value added to the local economy, to the value of \$89.4 million.

A Victorian Government survey of the population's health, identified a high demand for health services in the population based on a range of factors, including:

- A higher than average number of children aged 0-14 and persons aged 65 and older
- The highest rate of teenage pregnancies of all LGAs in the state
- The highest population of residents in Victoria identifying as Aboriginal or Torres Strait Islander
- A higher than average incidence of cancer compared to the Victorian average
- The rate of emergency department presentations per 1,000 people were the second highest in the state
- Primary care type presentations at an emergency department were the second highest in the state while GP attendances were below the state average
- The rates of drug and alcohol and mental health service utilisation were also above the state average.

There are a number of health service providers located within the Swan Hill township, providing a range of medical and allied health services. The results of a desktop based search found the types of service as listed below.

Health service providers in Swan Hill

Service type	Number of services
Mental health	6
Optometry and audiology	4
Medical centre or general practitioner	4
Chiropractic	3
Dental	3
Physiotherapy and podiatry	3
Pharmacy	2
Dietetics and nutrition	2
Hospital	1
District nursing	1
Speech pathology	1
Community rehabilitation	1
Occupational therapy	1
Myotherapy	1
Health promotion	1
Surgical	1
Total	35

Although the hospital and most SHDH facilities are within the tailored PUZ3, most private health service providers are currently located in the CBD and commercially zoned (C1Z) areas of the town centre. These health providers have invested in their facilities and will operate from these facilities at their own discretion into the future, and existing zoning provisions will not be altered. Should existing health service providers decide to relocate to a health precinct if established, this will be at their own discretion and business planning frameworks.

The study area for the health precinct includes the existing Swan Hill Hospital and immediate surrounding street blocks. The study area is divided into two areas:

- *Primary Study Area* – consisting of the existing hospital and the land immediately west of the hospital, bounded by McCallum Street, Splatt Street, McCrae Street and Gummow Street
- *Secondary Study Area* – consisting of land in close proximity to the hospital, main roads and current Central Business District (CBD). Three discrete secondary study areas have been included based on their spatial relationship with the primary study area.

Swan Hill Health Precinct Study Area



The existing land use and development pattern of the respective study areas are key indicators of both current and potential future medical use. Conversion of properties for health use from existing residential use could generally occur in two ways:

- Adaptive reuse of an existing dwelling (or dwellings) for a medical centre, including the provision of on-site parking;
- Redevelopment of a property (or multiple consolidated properties) for a medical centre by demolition of an existing dwelling and replacement with purpose-built consulting rooms and associated on-site parking.

The existing land use and potential suitability of the four study areas to become a health precinct has been analysed as follows:

- **Land Use** - The existing land use pattern based on development and use.
- **Neighbourhood Character** - The broad land use character of the respective street frontages.
- **Individual Property Characteristics** - Properties that could form part of a health precinct have been assessed on a high level in terms of their suitability for adaptive re-use.
- **Road Network and Parking** - The level of road access to service health related land uses and current/future provision of on-street parking.

A summary of the land use and suitability analysis is provided in the table below.

Summary of Land Use and Suitability Analysis

Study Area	Land Use Mix - Suitability For Health Precinct and Mixed Use Area	Neighbourhood Character Suitability for Health Precinct	Effective Land Use Transition Facilitated by Road Reserves/Boundaries	Individual Property Suitability (existing residential)	Parking Provision (On-street)	Road Access and Permeability
Primary Study Area	High	High	High	High	High (250)	High
Secondary Study Area 1	Medium	Medium	High	Medium	High (350)	High
Secondary Study Area 2	Medium	Medium	High	Low	Medium (190)	High
Secondary Study Area 3	Low	Low	Medium	Low	Low (130)	Medium

Based on this analysis the Primary Study Area (PSA) has the highest suitability for a health precinct. The characteristics of Secondary Study Area 1 (SSA1) also indicates suitability, noting that only a section of the area indicates high suitability. Secondary Study Area 2 (SSA2) and Secondary Study Area 3 (SSA3) does not show high suitability for a health precinct based on the analysis.

Consultation with a number of stakeholders was also undertaken to inform the development of the Swan Hill Health Precinct. An initial phase of consultation, undertaken over the period 15 March 2017 to 13 April 2017, was designed to capture the perspective of services users and service providers. Both service provider and service user questionnaires were distributed by hand to 25 providers in Swan Hill. A total of 19 health service providers and 56 health service users responded to the respective questionnaires.

Overwhelmingly, providers felt it was very important for their clients that their service was located within one block of the SHDH hospital, particularly for clients with complex health issues who access multiple health services. When considering their own service provision, the perceived need to be located near the hospital was somewhat less important providers, particularly those for supplying allied health services who reported they did not interact with the hospital. A number of other provider types however suggested that the close proximity of the hospital supported the integration of care for their clients and staff.

There appears to be an increasing demand for health services given the majority of providers report an increase in the number of patients over recent years. Further, most providers believed the supply and variety of services was not adequate to meet the needs of the population, particularly for specialist services.

All health service users who responded to the questionnaire, whether residing in Swan Hill or surrounding municipalities, used a car as their main transportation method when accessing health services in Swan Hill for themselves, or when caring for a dependent person. Car parking was therefore noted as a key issue of importance when health service users decided which services to use. Most respondents accessed primary health (such as GP, allied health, pharmacy) type services in Swan Hill, while access to specialist services required travel to Bendigo or Melbourne for the vast majority of respondents.

In summary, the establishment of a health precinct in Swan Hill is recommended based on the following key findings from the research undertaken:

- The current policy context of both State Government and Local Government support the provision of health services and infrastructure in Swan Hill, to effectively service the growing demand, ageing population and support local economic development and general liveability outcomes for Swan Hill.

- The population for Swan Hill rural city is expected to increase by 15% to 12,181 people by 2031. This concentration of population within the rural city location provides a further case for centralising health services within Swan Hill.
- The health care and social assistance industry employed almost 14% of the Swan Hill population in 2016, making this the second largest employment sector in the Swan Hill economy. Health is responsible for the employment of 1,100 people, an increase of 18% from the 2010 figure of 920. The health sector also contributes 8.3% of the value added to the local economy, to the value of \$89.4 million.
- A Victorian Government survey of the population's health, identified a high demand for health services in the Swan Hill population based on a range of factors.
- The Swan Hill Hospital and multiple Swan Hill District Health services are well-established in the PSA, with SHDH currently reviewing their service plan and site master plan.
- The majority of services providers and service users surveyed felt it was very important for health services to be located within one block of the hospital, particularly for clients with complex health issues who access multiple health services.
- All health service users who responded to the questionnaire used a car as their main transportation method when accessing health services in Swan Hill for themselves or when caring for a dependent person. Car parking was therefore noted as a key issue of importance when health service users decided which services to use.
- The agglomeration economies and regional productivity gains are well understood to occur once an industry in a place reaches a particular level of employment density. Reduced service imports and increased service exports will support economic development. The development of a precinct plan to increase job density and industry clustering in the health services sector around the existing Swan Hill hospital will support this outcome.
- The Primary Study Area (PSA) has the highest suitability for a health precinct based on all analysis factors considered. The PSA could accommodate over 15 new medical centres, which will provide for the medium to long term needs of Swan Hill.

Based on the research undertaken for this report, the establishment of a health precinct in Swann Hill is recommended. The proposed boundary of the health precinct area is indicated below.

The following key findings regarding the PSA and proposed Health Precinct Plan are noted:

- The PSA already caters for public health care uses on PUZ3 zoned land. Appropriate land use policy directives needs to be prepared for private land in the PSA to support health use and development. The current zoning of all properties can be retained, and the current PUZ3 and GRZ provisions could facilitate the growth and development of the health precinct over time.
- The PSA has a number of established health uses. The area also has medium density and conventional residential development that will unlikely change to other uses over time, and this will ensure a mix of land use that will increase safety and liveability within the area.
- A large number of on-street and off-street public car parks are available in the PSA and surrounding areas. Additional parking should be provided to ensure densification of health uses have adequate access to parking. This could be done by increased efficiency of existing road reserves and on-site car parking provided for new health uses.
- A draft Swan Hill Health Precinct Plan should be prepared to guide potential establishment of a health precinct in Swan Hill.
- Appropriate local policy should be prepared for inclusion in the Swan Hill Planning Scheme under Clause 21 and Clause 22.

- Further consultation with key stakeholders should inform the final Precinct Plan and planning provisions.

Proposed Swan Hill Health Precinct Boundary



Subsequent to the analysis and consultation completed, a draft Health Precinct Plan and proposed planning scheme provisions have been prepared. These documents, together with the draft Background Analysis report were placed on public exhibition during August and September 2017. The respective documents have been updated to respond to comments provided during the public consultation period.

The final recommendations of the study are for Council to:

- Adopt the Swan Hill Health Precinct Plan (copy at Appendix A) to guide the activation and improvement of the precinct.
- Update the Local Planning Policy Framework (LPPF) of the Swan Hill Planning Scheme to:
 - Provide strategic support for the health sector as key employer and community service provider in Swan Hill
 - Identify the Health Precinct as preferred location for health uses in Swan Hill and include the Health Precinct Plan as reference document
 - Introduce a new local policy for non-residential uses in residential zones, with specific design and development guidelines for medical centres.
- Commence the implementation of policy, consultation and design aspects aimed at improving car parking availability in the Health Precinct to support the development of the precinct.

2. Introduction

The Swan Hill Rural City Council has commissioned SED Advisory to prepare a Health Precinct Study to present solutions and opportunities to further establish and grow a health services employment precinct in Swan Hill.

The **aim** of the project is to:

- Develop a long term strategic vision for expanding the existing health services precinct within Swan Hill.

The **objectives** of the project are to:

- Investigate and report with justification health services supply and demand within the study area
- Identify inadequacies in the medical infrastructure and the future issues that will inhibit growth on the existing sites and the impacts on the surrounding residential and commercial areas
- Examine the impact of the introduction of new medical centres and offices on existing residential and commercial properties in relation to parking, traffic management, hours of operation, residential security, open space, amenity and streetscapes and re-assess the need to provide parking spaces in relation to the establishment of new medical centres
- Examine the priority need of medical centres to be in close proximity to the hospitals.
- Identify potential medical centre / residential co-location scenarios in immediate and secondary areas to the hospital and develop a Precinct Structure Plan that supports the agreed approach
- Identify with justification, and plan for the enabling infrastructure required to facilitate long-term investment and job creation in the health services sector
- Establish suitable local policies to be included in Swan Hill Planning Scheme that support and encourage the expansion of the health services sector in the study area

The project will culminate in the development of a precinct plan to increase job density and industry clustering in the health services sector around the existing Swan Hill hospital.

This background analysis document provides an overview of the policy context within which the proposed health precinct will be developed and outlines current and projected health service supply and demand in the Swan Hill area.

3. Context and background

Swan Hill is a regional city in the northwest of Victoria, situated along the Murray River approximately 344 km from Melbourne. The Swan Hill Local Government Area had an estimated residential population of 20,580 in 2014, with a median age of 39.2 (slightly above than the Australian average of 37.3) (ABS, 2014). The health care and social assistance industry employed 11.8% of the Swan Hill population in 2011, second only to the agriculture, forestry and fishing industry (18.3%) (ABS, 2014).

Swan Hill, like many regional locations is experiencing a surge in demand for health and related services. Many factors, both demand and supply side, are driving this increase such as ageing populations, improved accessibility of health services, increased marketing by health providers and subsequent awareness by customers of the extent of services available as well improved technologies and procedures which have had the effect of bring the health industry closer to customers than ever before. Regional residents moving off farm and into townships also presents a notable change in many rural areas.

These trends are expected to continue into the foreseeable future. In addition to market driven considerations, Swan Hill, like all regional centres, needs to be able to consider its role in servicing the broader needs of the region, which extend beyond LGA boundaries. This raises considerations around connectivity between services and customers, physical access and locational issues as well as the growing use of digital and e-health services as means to both enable and service demand and service requirements.

In addition to these core elements, an often misunderstood element in regional development is the changing nature and expectations of the community towards services and service provision and their accessibility. Health is seen as a core service requirement, regardless of location. Communities expect certain health and medical standards and hold authorities to account to ensure these services can be delivered to acceptable levels. This community belief can present challenges to local authorities as they seek to maintain service standards for their communities and residents.

As well focussing on the service provision aspects of the industry and how these can be best met, the growth in the general medical and health industries, including allied health, presents substantial job creation and economic development opportunities. Infrastructures need to be established which enables forecast growth requirements to occur expediently and in a cost effective and competitive manner. Pertinent issues in this area include issues such as workforce, co-location, industry socialisation, networks and evidence of 'clustering' behaviour.

Agglomeration economies and regional productivity gains are well understood to occur once an industry in a place reaches a particular level of employment density (as opposed to residential density, which is a different concept). Appropriate planning can encourage these outcomes and in doing so support industry growth, development and increasing sophistication.

Appropriately, Swan Hill Rural City Council needs to develop a response to all of these issues that caters for the expected growth and needs of both the industry and its customers, community expectations, as well as concurrently establishing a framework that supports and encourages industry and employment growth and investment.

4. Study Area

The Swan Hill Health Precinct Plan will support the growth and development of the health services sector in the Swan Hill Local Government Area and the broader health services catchment area.

The study area for the health precinct includes the existing Swan Hill Hospital and immediate surrounding street blocks.

The study area is divided in two sections:

- *Primary Study Area* – consisting of the existing hospital and the land immediately west of the hospital, bounded by McCallum Street, Splatt Street, McCrae Street and Gummow Street
- *Secondary Study Area* – consisting of land in close proximity to the hospital, main roads and current CBD. Three discrete secondary study areas have been included based on their spatial relationship with the primary study area.



Figure 1: Study Area

5. Policy context

A number of legislative and strategic documents have been considered in the development of this report and the masterplan for the Swan Hill Health Precinct. The following sections provides a summary of these documents and how they may influence the Health Precinct Plan are summarised in this chapter.

5.1 Council Plan 2013-17 – 2015/16 Update

The Council Plan 2013-17 – 2015/16 Update (the Plan) establishes the goals and priorities for the Swan Hill Rural City Council over 5 years.

The Plan recognises the role of Swan Hill as a regional centre and therefore as a provider of higher order services such as health, education and business services to local and neighbouring communities.

As a strategic initiative, that Plan states that Council will continue to implement actions within the Public Health and Wellbeing Plan.

The Plan states that Council has ongoing responsibility to identify possibilities and encourage multi-user, health facilities and to maintain and strengthen support for aged care services, early childhood education, maternal and child health services and health promotion and education.

5.2 Loddon Mallee North Regional Growth Plan

The Loddon Mallee North Regional Growth Plan (the Plan) provides guidance for land use planning for the region incorporating the Buloke, Campaspe, Gannawarra, Mildura and Swan Hill municipalities. The Plan addresses challenges and opportunities for the region and outlines how growth will be managed over 30 years. The Plan states that the region is undergoing a period of change, with modest but uneven population growth and an ageing demographic that will need to be catered for.

The average age of the population outside the main urban areas of the region is increasing at a faster rate than the Victorian state average. By 2041, the population of the Loddon Mallee North region is projected to have increased by 25,000 people. Most of the growth will be focused in the regional city of Mildura and the regional centres of Echuca and Swan Hill where there is a provision of higher order services for the wider region within Victoria and parts of New South Wales and South Australia. The Plan calls for planning to take into consideration the influence of external centres on the growth and service provision of settlements in the region.



Figure 2: Future Directions for Economic Growth in the Region (source: DTPLI)

The Plan identifies Swan Hill as an employment hub and regional centre, and this role will expand by incremental growth and development, including improvements to infrastructure.

The Plan states that health and community services generated \$538 million in output in 2012. Infrastructure investment in education and health sectors is required to reverse population migration out of the region and promote the sustainability of towns.

Based on interrelationships between settlements, including those in adjoining regions and extending to interstate, five communities of interest have been identified within the region: Mallee, Eastern Mallee, Buloke, Campaspe and Gannawarra.

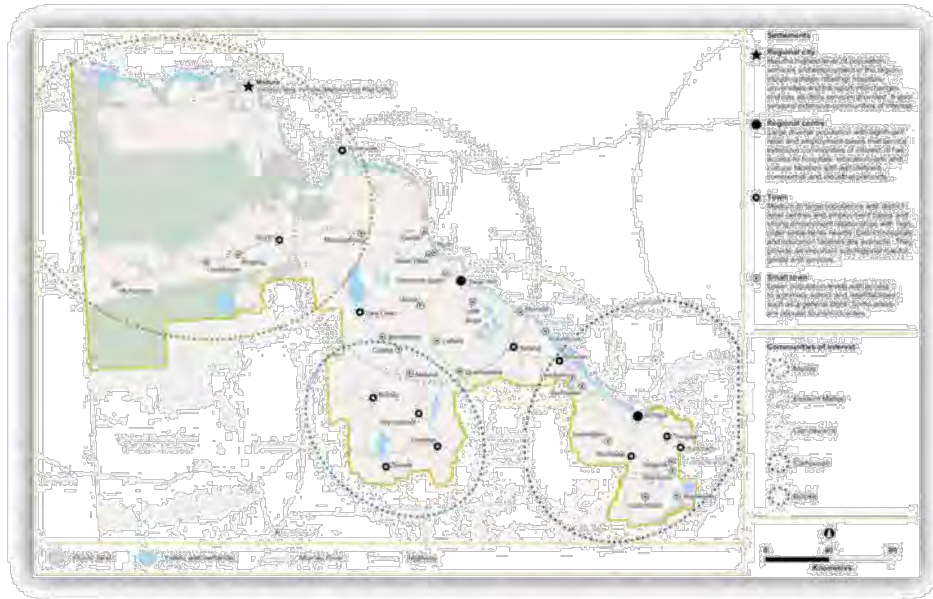


Figure 3: Settlement Framework Communities of Interest (source: DTPLI)

Swan Hill, which is located on the Murray River and services an area extending to the Southern Riverina of New South Wales to the North and the northern section of Buloke Shire to the South, is identified as belonging to the Eastern Mallee community of interest. This community of interest includes Swan Hill, Robinvale, Sea Lake and multiple smaller towns. The Eastern Mallee is heavily reliant on agriculture and associated processing, manufacturing and services. The Plan states that health services will become an increasingly important sector for the Eastern Mallee into the future.

As a principle for growth, the Plan advocates for regional infrastructure including health facilities to meet the needs of the region and enable healthy lifestyles. Infrastructure investment will also contribute to the reversal of out migration and the sustainability of towns. According to the Plan, a driver of change in the region include the centralisation of population, employment and services into large urban centres with access to education, health and transport.

As identified in the Plan, a key challenge for the region is skill shortages in the health sector, particularly as demand for health services and professionals increases with the aging population. In order to attract professionals to the region and reduce outward youth migration, the Plan states that it is important to offer attractive settlements with access to quality services and a range of housing and lifestyle choices. The Plan states that the provision of services and amenities in the region will also contribute to the creation of employment opportunities and attract public and private investment in the region.

The continued provision of services in smaller settlements that are located a long distance from major centres is supported in the Plan. However, it is recognised that managing the provision of health services in small or remote settlements and rural areas which are experiencing decline and aging is a significant challenge as their long-term viability is uncertain. The plan encourages the alignment of health services with road and rail networks, particularly public transport, in order to address disadvantage in the region.

The Plan supports the role of well-located towns in being service centres for surrounding smaller settlements and rural areas. The Plan states that social infrastructure, which includes community and cultural facilities, services and networks that assist in meeting social needs, needs to be provided in order to improve liveability and resilience in communities as well as attract and retain workers and new residents. It also states that any new infrastructure should be strategically planned and rolled out in line with growth projections. The Plan identifies challenges in the provision of social infrastructure, including changing demands for facilities and services as populations experience decline and aging, long distances for accessing and delivering services and improving liveability. Planning for social infrastructure in the region will focus on maintaining services at key locations and aligning social infrastructure with communities of interest.

The Plan recognises that education and skilled workers are key to the future development of the region. Currently, there is significant inequity in the availability of and access to education services ranging from early childhood through to vocational and tertiary in the region; a problem exacerbated by poor public transport. Consequently, there is significant youth migration from the region to regional and capital cities to undertake tertiary and vocational education. Furthermore, there is significant disadvantage in the region. To address skill shortages and combat disadvantage, improving educational attainment and skills development within the region is crucial.

The Plan recognises that built form, economic and social infrastructure, and the natural environment are factors that affect the health of individuals and communities. The lack of good quality affordable, public and emergency housing as well as poor public transport and car dependence are also challenges impacting the overall health of the community.

A particular issue for the region is how to expand health services in the few centres with growing populations, while at the same time maintaining services in the many small or remote settlements and rural areas with steady or decreasing populations and an ageing demographic profile. Planning for health includes meeting the needs of an ageing demographic in towns and rural settlements with decreasing populations. It is stated that recommending appropriate locations for infrastructure and services in the region is a way in which land use planning can improve community health outcomes.

The Plan outlines land use strategies and actions for social infrastructure, with the following being specifically relevant:

- *Recognise and foster networks between smaller townships and communities to leverage access to regional services and investment*
- *Recognise and support towns that are well located to provide an ongoing service centre role to maximise access to services for surrounding smaller settlements and rural areas*
- *Work with agencies and government to investigate social infrastructure needs for the region and target facilities to particular settlements where the need is greatest or planning identifies a strategic need*
- *Encourage social infrastructure that is well located, multi-purpose, flexible, adaptable and accessible*
- *Protect the operation of existing and planned health and education facilities from conflicting land uses.*

The Regional Growth Plan identifies Swan Hill as a regional centre in which growth, development and investment should be promoted.

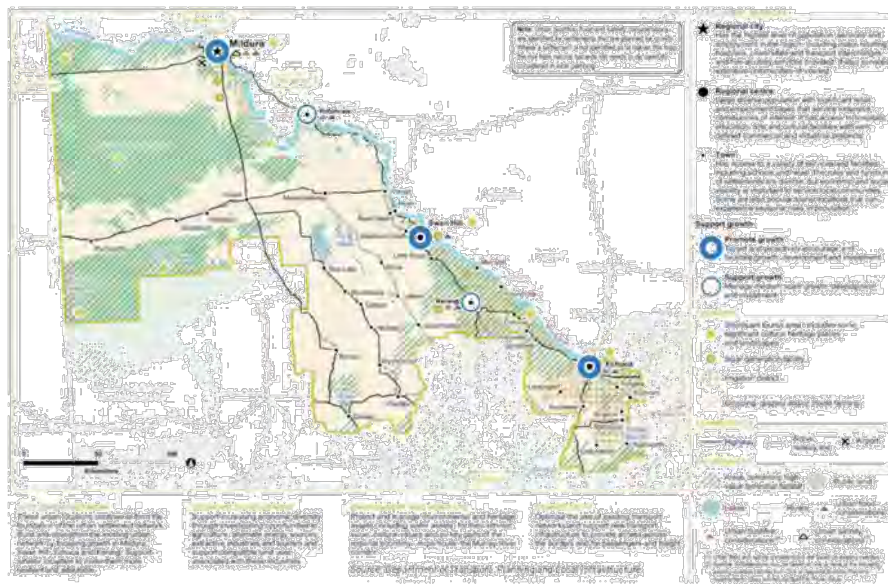


Figure 4: Regional Growth Plan Promoting Growth in Swan Hill

5.3 Swan Hill Rural City Council Public Health and Wellbeing Plan 2013-2017

The Public Health and Wellbeing Plan (the Plan) is one of Council's key strategic documents that guides decision making and provides advice on the important health and wellbeing issues facing the community. The Plan acknowledges Council's commitment to provide and maintain the necessary infrastructure assets and services to create healthier outcomes for the community. The Plan also highlights the following as key priorities to be addressed by the Council:

1. Promoting healthier, safer and sustainable communities
2. Enhancing the communities wellbeing, connectivity and participation

Under the first priority area, the following objectives and strategies are most relevant for the planned health precinct:

- Objective 1 - To promote and encourage healthier lifestyles
 - Strategy 1.1 - Continue to provide new, upgrade and maintain passive recreation facilities and infrastructure that enhances physical activity and active transport
 - Strategy 1.6 - Continue to work collaboratively with local agencies that provide health services for our communities
 - Strategy 1.7 - Continue to provide services that enable the ongoing improvement of health within our communities.
- Objective 2 - To improve personal and community safety
 - Strategy 2.2 - Incorporate the Safer Design Guidelines in public and private developments
 - Strategy 2.4 - Implementing building controls and enforcement to keep our community and individuals safe
- Objective 3 - To promote a sustainable economy that support healthier communities

- *Strategy 3.3 – Continue to provide and maintain facilities and services that provide economic benefits for the community*
- Objective 4 - To promote environmental sustainability that nurtures our communities
 - *Strategy 4.1 - Promoting the reduction in usage of private motor vehicles through the implementation of the Active Transport Strategy*

Under the second priority area, the following objectives and strategies are most relevant for the planned health precinct:

- Objective 1 - To contribute to better mental health and wellbeing through more connected and resilient communities
 - *Strategy 1.9 – Planning for inclusive and attractive local areas including the investigation of including Healthy by Design Guidelines in the local Municipal Strategic Statement*
- Objective 2 - To improve social connectedness and respect for cultural diversity
 - *Strategy 2.3 – Advocate for the co-location of services to enhance sustainability of services, social groups and connect the community.*

5.4 Swan Hill Rural City Council Economic Development Strategy 2011-2016

The Economic Development Strategy (the Strategy) outlines Council's plan for driving growth in the region and identifies a series of actions to achieve growth. These actions are categorised under the following five strategic themes:

1. *Attracting New Business Investment*
2. *Supporting Existing Businesses to Grow*
3. *Marketing the Region*
4. *Addressing Infrastructure Needs*
5. *Education and Skills Development*

The Strategy identifies a number of key projects, most notably, the Swan Hill Hospital Redevelopment. The Strategy considers a number of Council strategic documents including the Swan Hill Rural City Council Plan 2009-2013 and Northern Region Loddon Mallee Regional Strategic Plan, and takes into consideration key projects (including the Swan Hill Hospital Redevelopment) that are critical to the economic development within the municipality.

Under the strategic theme of 'addressing infrastructure needs', Council notes that it is committed to supporting the achievement of a new hospital in line with the latest Swan Hill District Health Master Development Plan. The Master Development Plan includes a new aged care facility, emergency department, acute inpatient unit and day procedure unit.

The Strategy acknowledges that high quality health care is a significant factor when deciding where to live and that investment in health services and health infrastructure is required for the Swan Hill municipality to grow as a major regional service centre for the North West.

While the Swan Hill community is currently serviced by a major regional hospital providing a wide range of acute inpatient, community, aged residential, domiciliary and primary care services, the Economic Strategy notes that that population projected to age at a higher rate to that of the rest of Victoria placing extra demand on health and community care services.

The Strategy notes that a Swan Hill Hospital Development Master Plan was created to address gaps that currently exist in health service provision in the region. The hospital redevelopment did not receive funding in the last round of State Government funding provision, so Council notes that it will work with Swan Hill District Health to seek future funding for the project.

The Strategy also identifies Health and Community Services as third largest employer sector in Swann Hill LGA, accounting for 10.89% of the total workforce.

5.5 Swan Hill Riverfront Masterplan 2013

The Riverfront Masterplan provides a strategic plan for future improvements along the riverfront to reinvigorate the public space and enhance its social, environmental, cultural and economic values. The riverfront area included within the Masterplan is located adjacent the Swan Hill CBD, but does not include the proposed health precinct area.

Of most relevance to this current report, the Riverfront Masterplan outlines the findings of an earlier economic assessment undertaken as part of the Masterplan development. The economic assessment examined a number of issues and opportunities within the community, including the following demographic figures:

- The estimated population of the Swan Hill Urban Centre in 2011 was 9,894 persons. 40.5% of the Swan Hill Rural City's population was located within Swan Hill Urban Centre with the remaining 59.5% located within Robinvale and remaining areas of the Shire's rural areas.
- Between 2001 and 2011 Swan Hill Urban Centre population grew by 123 persons, at a rate of 10 persons per year or 0.1% p.a. State projections provided by the Victoria and New South Wales governments in 2008 suggest that the rate of growth in Swan Hill and surrounding regions will increase to 0.3% p.a. by 2026.
- Age structure projections indicate that over the next 20 years Swan Hill will see high growth in the population of residents aged over 65 years, while there will be marginal decreases in the population of residents aged 34 and below.
- The health care and social assistance industry in Swan Hill has grown substantially since 2006 and employed 837 people at the 2011 Census; representing the second largest employing industry behind retail trade. Swan Hill District Health reports employing approximately 450 staff, and servicing a catchment of 30,000 people.

5.6 Swan Hill Lake Boga Economic Development, Tourism and Marketing Strategy 2012-2017

The Lake Boga Economic Development, Tourism and Marketing Strategy 2012-2017 (the Strategy) was developed in line with the Swan Hill Rural City Council Economic Development Strategy 2011-2016 to address similar key strategic themes at a more localised level in the Lake Boga area. Lake Boga is the third most populated town in the Swan Hill Rural City Council with a population of 719 at the 2011 Census. The township of Lake Boga is located 17 kilometres south-east of Swan Hill in north-west Victoria, on the Murray Valley Highway so does not include the planned Swan Hill health precinct area.

Of most relevance to this report, the Strategy notes that largest industry of employment for Lake Boga was the health care and social assistance industry (employing 14.3% of the population) followed closely by retail trade (13.7%). Given that these types of businesses are not located in Lake Boga, the Strategy suggested that these residents must travel to Swan Hill for work.

5.7 Swan Hill Car Parking Strategy (2016)

The Swan Hill Car Parking Strategy (the Strategy) establishes supply and demand for car parking in the Swan Hill CBD and makes recommendations for local policies regarding car parking. The study area of the Strategy encompasses the Swan Hill CBD and land to the west to Stradbroke Avenue, Gummow Street and High Street.

The Strategy identified that there is a total of 3,578 on-street car parking spaces within the study area, of which 1,099 are located within the Swan Hill CBD. The on-street car parking spaces comprise unrestricted, short-term, short-term ticketed and short-term metered parking restrictions generally applying to car spaces

A significant number of public and private off-street car parking spaces have been identified within the study area, of which 856 are publicly accessible.

Table 3 included in the Strategy shows that in 2007, Medical uses covered 16,685m² or 12.2% of the Swan Hill CBD (including 14,000m² of hospital). This excludes vacant floorspace which does not generate car parking demand.

The Strategy considers that there is an appropriate provision of disabled on-street and off-street spaces. However, it states that this provision should be monitored regularly, particularly as land uses change and the population of Swan Hill ages changing the demand for accessible spaces.

The Strategy states that the existing statutory car parking requirements for uses within the Swan Hill CBD are excessive and that it may be appropriate to that reduce them. Although some areas with high demand have been identified, the Strategy states that overall car parking supply in the Swan Hill CBD is adequate with occupancy at peak times ranging from 61.1% (southern precinct) to 78.7% (central precinct).

The Strategy supports the introduction of cash-in-lieu contributions from developments located anywhere within the town centre to contribute to the provision of new public car parking and/or other commuter transport related projects such as improving bus stops, bus facilities, bicycle parking, etc.

The Strategy noted that the Swan Hill Parking Study 2007 recommended that only 3 spaces per practitioner should be required for the use of a Medical Centre. However, Amendment C39 which changed a number of car parking requirements did not change Medical Centre car parking rates at Clause 22.02 in the Swan Hill Planning Scheme. As such, 5 car spaces to each 100m² of floor area is still required for the Medical Centre use.

The Strategy however recommended that a Parking Overlay be introduced into the Planning Scheme that will apply the rate in Column B of Table 1 in Clause 52.06-5. This will result in 3.5 spaces per 100m² leasable floor area being required for a medical centre.

The Strategy identified opportunities for additional on-street car parking, with the following recommendations outlined for car parking in the vicinity of the hospital:

- On McCallum Street between High Street and Splatt Street (#1):
 - *Change kerbside parallel parking to angle parking (north and south sides).*
 - *Reduce through lanes to one, except as required at intersections.*
 - *Retain unrestricted parking restriction for kerbside parking*
- On McCrae Street between Splatt Street and High Street (#5):
 - *There is an opportunity to increase the on-street car parking supply in the vicinity of the hospital by replacing the parallel parking on the south side of McCrae Street. This will involve narrowing the grass naturestrip in front of McKillop College.*
- On Splatt Street and High Street between McCallum Street and McCrae Street (#6):
 - *The 2P parking areas in these streets (ie the streets adjacent to the hospital) currently provide free parking and are in high demand. The introduction of ticket/meter parking in these areas is appropriate.*
- On McCrae Street between Splatt Street and High Street (#7):

- The 2P parking areas in this street currently provide free parking and are in high demand. The introduction of ticket/meter parking in these areas is appropriate.

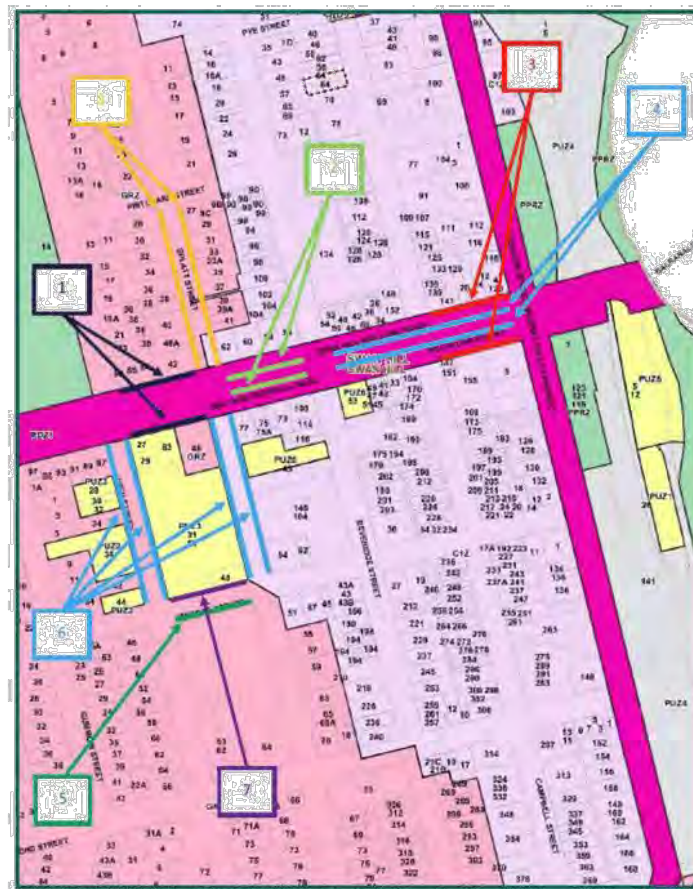


Figure 5: Opportunities for Change to On-Street Car Parking (Source - Swan Hill Car Parking Strategy)

5.8 Swan Hill Planning Scheme Amendment C52 Explanatory Report

Amendment C52 was prepared by Swan Hill Rural City Council at the request of Swan Hill District Health (SHDH). The land affected by the amendment is at 28 High Street, Swan Hill (Lot 7 LP 20174) and 44 High Street and 62 McCrae Street, Swan Hill (Lot 1 TP 117422J). The amendment rezoned the land from Residential 1 Zone to the Public Use Zone 3 – Health and Community.

The amendment allows Swan Hill District Health to redevelopment the land in order to improve its provision of services to the community. In terms of expansion, the report states that the main site for SHDH surrounded by High Street, McCrae Street, McCallum Street and Splatt Street is considerably constrained.

The land subject to this amendment is located opposite the hospital on the western side of High Street. The following uses have been accommodated on the land as a result of the amendment:

- A community palliative care service, district nursing service, hospital admission risk program and transitional care program operated by Swan Hill District Health would be carried out at 28 High Street.

- A clinical training centre for Swan Hill District Health to be located in an old vacant dwelling (44 High Street, on northwest corner of High and McCrae Streets) and newly constructed building to the rear of the dwelling (62 McCrae Street).
- An opportunity shop in the vacant dwelling at 44 High Street operated by the ladies' auxiliary as an ancillary use to the health service.

The re-zoning to the Public Use Zone 3 – Health and Community is consistent with the zoning of other land owned and operated by SHDH.

5.9 Swan Hill Retail Strategy 2014

The Swan Hill Retail Strategy (the Strategy) recognises Swan Hill as the main location for retail and services in the region.

Swan Hill is identified in the Strategy as a service centre for an area spanning the Murray Valley to the Mallee in Victoria and the Western Riverina in New South Wales. The area contains a catchment of more than 37,000 people, 20,870 of whom live in the Swan Hill municipality.

The Strategy states that the retail industry is significant in attracting investment to the Swan Hill region, providing essential services and merchandise for residents and businesses and supporting the overall function of the Swan Hill CBD and other town centres.

According to the Strategy, there is a total of 46,610m² of retail floor space and 22,020m² of commercial office floor space in Swan Hill. 40,250m² or 86% of retail floorspace in Swan Hill is concentrated in the CBD.

The Strategy states that there is 55,570m² of shopfront floorspace in Swan Hill, which is comprised of 46,610m² of occupied retail space, 5,130m² of occupied shopfront office space and 3,830m² of vacant space, constituting an overall vacancy rate of 7%. For the CBD, the vacancy rate is even slightly higher at 7.3%. This is considered high as the Strategy states that a vacancy rate of between 4-6% is consistent with a comfortable performing centre. The Strategy calls for a plan to be developed to address long-term vacant tenancies in the Swan Hill CBD.

5.10 Swan Hill Planning Scheme

5.10.1 Municipal Strategic Statement and Local Planning Policy

Clause 21.02 identifies the key issues facing Swan Hill focused around six strategic themes. Relevant strategies to this study are:

- Settlement and housing: *The maintenance of Swan Hill as the major regional centre which most other towns rely on for services and facilities.*
- Infrastructure and transport: *The need for a coordinated, efficient and equitable approach to the provision of infrastructure and community facilities.*

Clause 21.04 has the following relevant objective pertaining to settlement:

- Strategy 1.1 Encourage use and development that will assist Swan Hill and Robinvale maintaining and enhancing their respective regional roles as significant providers of residential, commercial, business, *industrial land and community services and facilities.*

Clause 21.08 has the following relevant objectives pertaining to economic development:

- Supporting the development of a prosperous, growing, vibrant and diverse economy.
- Encouraging development and new business establishment based on the region's comparative and competitive advantages.

- Providing infrastructure and a range of services that makes us a “region of choice”.
- Supporting *local employment opportunities*.

Clause 21.10 Local Areas does not specifically mention the hospital or medical uses, however Map1: Swan Hill CBD Precincts includes the hospital site in the area designated as precinct 2 for ‘Office & Institutional’ development and use. Precinct 2 does not include the land west of High Street that currently has PUZ3 zoning.



Figure 6: Swan Hill CBD Precincts (Source - Swan Hill Planning Scheme)

Clause 22.02 Car parking provides recommended car parking rates through a local policy. The policy stipulates five (5) car spaces to each 100m² of floor area for a Medical Centre.

5.10.2 Zoning

The analysis of existing zoned land within the study areas includes the following planning zones: Public Use Zone 3 – Health and Community (PUZ3), General Residential Zone (GRZ), and Commercial 1 Zone (C1Z). McCallum Street, as higher order road, is Road Zone (RDZ1).

The primary purpose of the GRZ is to provide housing. Educational, recreational, religious and community uses are also permitted, as well as a limited range of other non-residential uses which serve local community needs. The GRZ allows for a medical centre as of right under the condition that the gross floor area of all buildings for the use is less than 250m² and the site adjoins, or has access to, a road in a Road Zone.

The primary purpose of the Public Use Zone is to recognise public land use for public utility and community services and facilities. PUZ3 land is specifically reserved for health and community land use, therefore the existing hospital land uses are within this zone.

The C1Z primary purpose is to create vibrant mixed use commercial centres for retail, office, business, entertainment and community uses. The C1Z allows for a medical centre as of right.

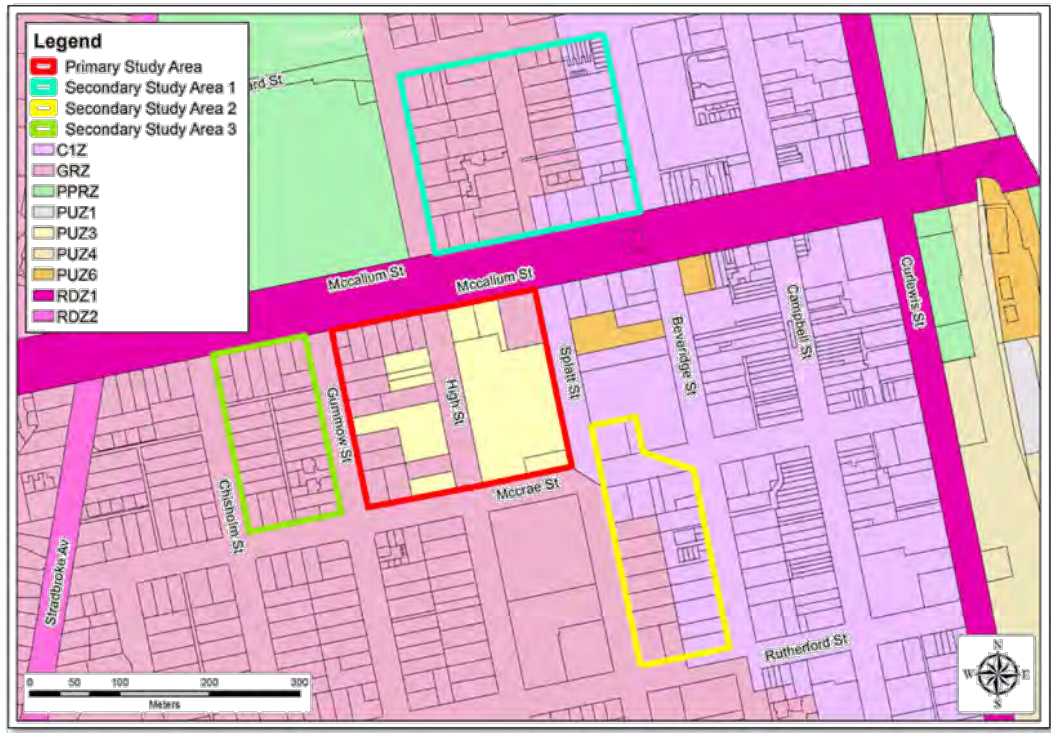


Figure 7: Zoning Map – Study Area

The land within the Primary Study Area are zoned GRZ and PUZ3. The PUZ3 applies to the Swan Hill Hospital and Swan Hill District Health land. The GRZ applies to the land bounded by High Street, McCrae Street, Gummow Street and McCallum Street not zoned PUZ3. Land fronting onto McCallum Street have frontage to a Road Zone (RDZ1).

Most of the land within the Secondary Study Area 1 is zoned GRZ. However, the land in the eastern side along Beveridge Street is zoned C1Z. The properties along McCallum Street between Splatt Street and Beveridge Street within the Secondary Study Area 1 are also zoned C1Z. Land fronting onto McCallum Street have frontage to a Road Zone (RDZ1).

The land in the western side of the Secondary Study Area 2 along Splatt Street is zoned GRZ. The land in the northern and eastern sides of the Secondary Study Area 2 along McCrae Street and Beveridge Street is zoned C1Z.

All of the land within the Secondary Study Area 3 contained by Chisholm Street, Gummow Street, McCallum Street and McCrae Street is zoned GRZ. Land fronting onto McCallum Street have frontage to a Road Zone (RDZ1).

5.10.3 Overlays

The study area is only subject to the Heritage Overlay (HO) which applies to specific properties:

- The Primary Study Area is affected by the Heritage Overlay at 38 High Street. HO131 specifies that tree controls apply to the Norfolk Island Pine (*Araucaria heterophylla*) on the site.
- The Secondary Study Area 1 is affected by the Heritage Overlay at 4 sites. HO163 applies to the dwelling “Glenlyon” at 34 Splatt Street, HO164 applies to the dwelling “Elwood” at 42 Splatt Street, HO104 applies to the dwelling at 100 Beveridge Street and HO105 applies to the dwelling at 102 Beveridge Street.
- The Secondary Study Area 2 is affected by the Heritage Overlay at 3 sites. HO107 applies to the dwelling at 236 Beveridge Street, HO143 applies to the Memorial Hall at 47 McCrae Street and HO144 applies to the Former Fire Station at 51 McCrae Street.

There are no overlays which affect the land in the Secondary Study Area 3.



Figure 8: Overlays Map – Study Area

6. Existing medical services

There are a number of health service providers located within Swan Hill, providing a range of medical and allied health services. A desktop search found a range of medical and allied health services as listed in Table 1.

Table 1 - Health service providers in Swan Hill

Service type	Number of services
Mental health	6
Optometry and audiology	4
Medical centre or general practitioner	4
Chiropractic	3
Dental	3
Physiotherapy and podiatry	3
Pharmacy	2
Dietetics and nutrition	2
Hospital	1
District nursing	1
Speech pathology	1
Community rehabilitation	1
Occupational therapy	1
Myotherapy	1
Health promotion	1
Surgical	1
Total	35

These health services are located in various zones throughout Swan Hill as displayed in Figure 9. The location of four residential aged care facilities have also been mapped. While residential aged care facilities are not specially 'health' service providers, these facilities have been included given the clients of these services are frequent users of health care when compared with the general population.

Although the hospital and most SHDH facilities are within the tailored PUZ3, most private health service providers are currently located in the CBD and commercially zoned (C1Z) areas of the town centre. These health providers have invested in their facilities and will operate from these facilities at their own discretion into the future. The C1Z allows the use of medical centre as-of-right, and new medical centres could also locate in the C1Z in future. This study does not pre-empt any requirements for existing health providers to relocate to a health precinct from existing premises, should this be established in future.

Existing use rights and the provisions of the C1Z and other relevant zones will not be altered. Appropriate local planning policy for the health precinct and strategic support for the health precinct will however be incorporated into the Swan Hill Planning Scheme to support health sector clustering and the associated economic development benefits, providing Council with a decision-making framework for the future. Should existing health service providers decide to relocate to the health precinct, this will be at their own discretion and business planning frameworks.



Figure 9: Existing Medical and Allied Health Services in Swan Hill

7. Demographic and Economic Analysis

7.1 Demographic Analysis

It is understood that the population catchment area for health services in the Swan Hill township is broader than just the Swan Hill LGA. Noting this, we have sought to estimate the residential population for the potential Swan Hill Health Precinct using surrounding LGAs, where the population is likely to travel to Swan Hill to access health services.

Table 2 presents the estimated residential population projection for Swan Hill and adjacent LGAs. It should be noted that while the overall population for the suggested Health Precinct catchment area is projected to decline by 8% to 37,409 people in 2031, the population for Swan Hill rural city is expected to increase by 15% to 12,181 people over this time. This concentration of population within the rural city location provides a further case for centralising health services within Swan Hill, with outreach services for small regional towns in the area for people who are unable to travel into Swan Hill.

Table 2: Swan Hill Health Precinct -catchment estimated residential population, by year

Area	2011	2016	2021	2026	2031	% change
Swan Hill Town (VIFSA)	10,610	10,883	11,290	11,735	12,181	+ 15
Swan Hill Rural (VIFSA)	6,646	6,105	5,768	5,462	5,186	- 22
Buloke Shire (VIFSA)	6,465	5,858	5,518	5,215	4,925	- 24
Gannawarra Shire (VIFSA)	10,453	9,919	9,497	9,119	8,773	- 16
Balranald LGA	2,350	2250	2200	2150	2100	- 11
Wakool LGA	4,054	5,858	5,518	5,215	4,925	- 25
Total	40,578	39,105	38,420	37,869	37,409	- 8

Note: The Victorian projections use *Victoria in Future Small Area (VIFSA)* data which divides the LGA into smaller areas for calculation of projections (*Department of Environment, Land, Water and Planning, 2016*). Balranald NSW data from *Department of Planning and Environment 2016*. Wakool NSW data from 2015 projection estimates. *id* noting that the Wakool LGA has now been combined with the Murray Shire to form Murray LGA.

Population health survey data for the Swan Hill LGA (as displayed in Table 3) shows that children aged 0-14 and persons aged 65 years and older are slightly overrepresented in the population, while the 25-44 age group is underrepresented when compared with Victorian state-wide averages (DHHS, 2013). The teenage pregnancy rate in Swan Hill was the highest of all LGAs in the state (at 41.9%, compared with the state average of 10.4%). The Swan Hill LGA also had the highest population of residents in Victoria that identified as Aboriginal or Torres Strait Islander (at 5.3%, compared with the state average of 0.08%) (DHHS, 2013).

Table 3 – Swan Hill LGA Population Age Profile, 2012

Years of age	LGA total	% total LGA population	% total VIC population
0 - 14	4,305	20.5	18.3
15 - 24	2,770	13.2	13.6
25 - 44	5,118	24.4	29.2
45 - 64	5,275	25.1	24.5
65 - 84	3,029	14.4	12.4
85 +	480	2.3	2.0
Total	20,977	100	100

The median household income (\$886 per week in 2013) was well below the state average of \$1,216 and there were relatively high percentages of low income individuals and families in the LGA. Social housing made up over 7.3% of total dwellings in Swan Hill LGA, almost double the percentage of Victoria as a whole (3.8%) (DHHS, 2013).

The percentage of the Swan Hill LGA population who reported heart disease was among the lowest in the state, but cancer incidence of 710.3 per 100,000 population was higher than average of 522.0 for Victoria in 2013 (DHHS, 2013). Table 4 shows that compared with the Victorian state average, Swan Hill has fewer dental service sites and a much lower percentage of the population is located near to public transport.

Table 4 – Swan Hill Health Services, 2012

Services	LGA measure	Rank among LGAs	Victorian measure
General practitioners per 1,000 population	1.2	33	1.2
General practice clinics per 1,000 population	0.8	15	0.5
Dental service sites per 1,000 population	0.1	65	0.2
Allied health service sites per 1,000 population	0.8	21	0.5
Pharmacies per 1,000 population	0.2	47	0.2
Percentage of population with private health insurance	31.8%	76	48.0%
Percentage of population near to public transport	38.6%	49	74.2%

As presented in Table 5, the number hospital inpatient separations per 1,000 population was well above the state average, and the rate of emergency department presentations per 1,000 population was the highest in the state. Primary care type presentations at an emergency department were the second highest in the state, while GP attendances were below average. Rates of drug and alcohol and mental health service utilisation were also above average.

Table 5 – Swan Hill Health Services Utilisation, 2012

Service utilisation	LGA measure	Rank among LGAs	Victorian measure
Hospital inpatient separations per 1,000 population	529.5	7	419.8
Average length of stay, public hospital inpatients	2.8 days	73	3.2 days
Per annum change in hospital inpatient separations, 2002–03 to 2012–13	2.39%	37	2.76%
Projected per annum change in separations, 2012–13 to 2021–22	0.75%	46	2.78%
ED presentations per 1000 population	563.8	1	258.8
ED presentations which are primary care type per 1000 population	302.2	2	107.5
GP attendances per 1,000 population	4,626.7	58	5,452.1
Drug and alcohol clients per 1,000 population	13.0	3	5.8
Registered mental health clients per 1,000 population	17.7	17	11.1

7.2 Economic Analysis

The Swan Hill economy is a diverse regional economy that has the following features:

- Dominated by agriculture and manufacturing, which combined account for 40% of output and 29% of value added
- A wide range of 'service and support' industries such as health, education and business services.

This profile is common amongst towns the size of Swan Hill located in regional Australia. The diversity of the local economy highlights the service centre role played by Swan Hill in providing services to a broader catchment than just the local LGA.

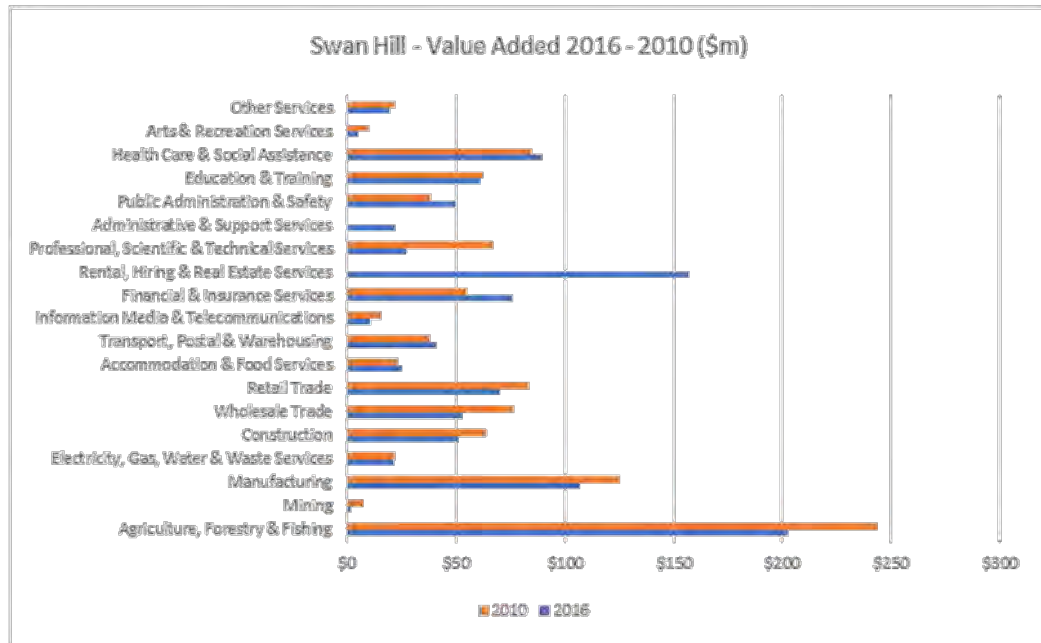


Figure 10: Value Added from 2010-2016 for Swan Hill (Source – REMPLAN)

Figure 10 shows the comparison of the economy from 2010 to 2016 in terms of output and value added. Over the period the economy has shrunk from \$2,328m to \$2,302m, however the value created by the economy has increased from \$376m per annum to \$540m, an average annual increase of over 6%. Prima facie, this reflects a more efficient regional economy as higher levels of value are now being created from lower output levels.

Declines in manufacturing and agriculture are noticeable and have been seen in large numbers of regions over this period due to global financial crisis, commodity price declines and the impact of a higher A\$. Equally significant has been the increase in service based economies which have grown from 27% of the economy in 2010 to 37% in 2016. These sectors now contribute 50% of regional value added, up from 36% in 2010. Services offered outside the LGA (regional exports) have increased from \$50m in 2010 to \$85m in 2016 or from 6% of the economies output to 11%. This change reflects the increasing significance of Swan Hill as a regional service centre.

The health care and social assistance industry employed almost 14% of the Swan Hill population in 2016, second only to the agriculture, forestry and fishing industry, employing just over 18%. Health is responsible for the employment of 1,100 people, an increase of 18% from the 2010 figure of 920. The growth in the health sector of Swan Hill forms part of the broader increase in service based economies, reflective of the increasing significance of Swan Hill as a regional service centre. The health sector also contributes 8.3% of the value added to the local economy, to the value of \$89.4 million.

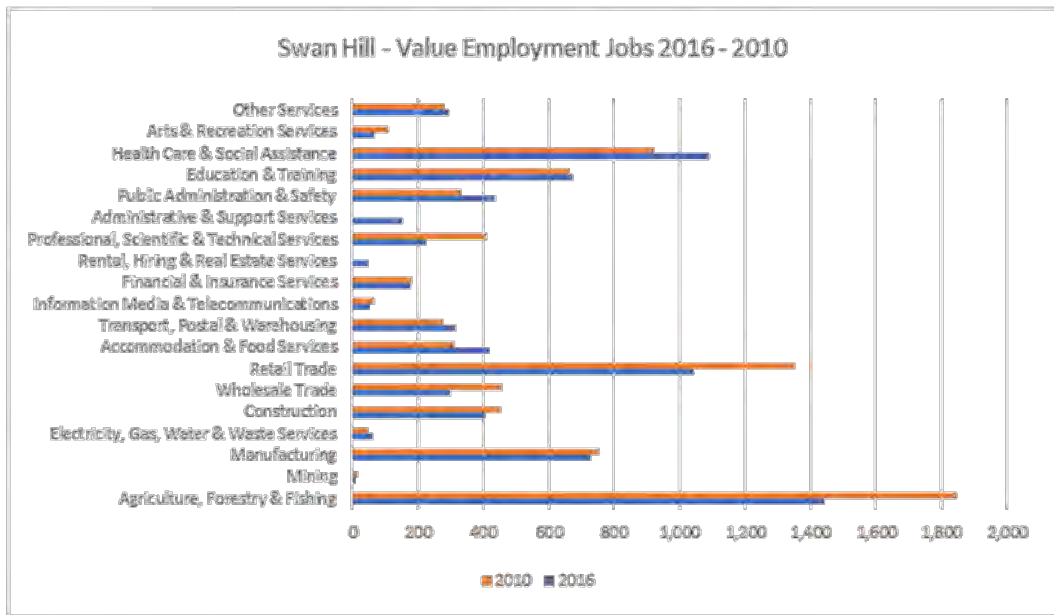


Figure 11: Employment per Sector 2010-2016 (Source: REMPLAN)

8. Land Use and Suitability Analysis

The existing land use and development pattern of the respective study areas are key indicators of both current and potential future medical use. Conversion of properties for health use from existing residential use could generally occur in two ways:

- Adaptive reuse of an existing dwelling (or dwellings) for a medical centre, including the provision of on-site parking;
- Redevelopment of a property (or multiple consolidated properties) for a medical centre by demolition of an existing dwelling and replacement with purpose-built consulting rooms and associated on-site parking.

The existing land use and potential suitability for a health precinct of the four study area have been analysed as follows:

- **Land Use** - The existing land use pattern based on development and use. Land use have been identified based on the following categories:
 - Health (including hospital, primary health, allied health and aged care)
 - Car Park (associated with the hospital)
 - Residential – Single dwelling
 - Residential – Multi-units
 - Commercial/Retail
 - Community
 - Vacant.
- **Neighbourhood Character** – The broad land use character of the respective street frontages.
- **Individual Property Characteristics** – Properties that could form part of a health precinct have been assessed on a high level in terms of their suitability for adaptive re-use based on: site coverage, access, road frontage and space for on-site parking. Note that internal layout and suitability for conversion has not been assessed.
- **Road Network and Parking** – The level of road access to service health related land uses and current/future provision of on-street parking. The number of on-street car parks have been derived from the *Swan Hill Car Parking Strategy (2016)*.

8.1 Overall Study area

The land use analysis shows the concentration of health services uses to be primarily around the hospital and High Street (between McCallum Street and McCrae Street), with isolated health services uses along Beveridge Street, McCallum Street and High Street (north of McCallum Street).

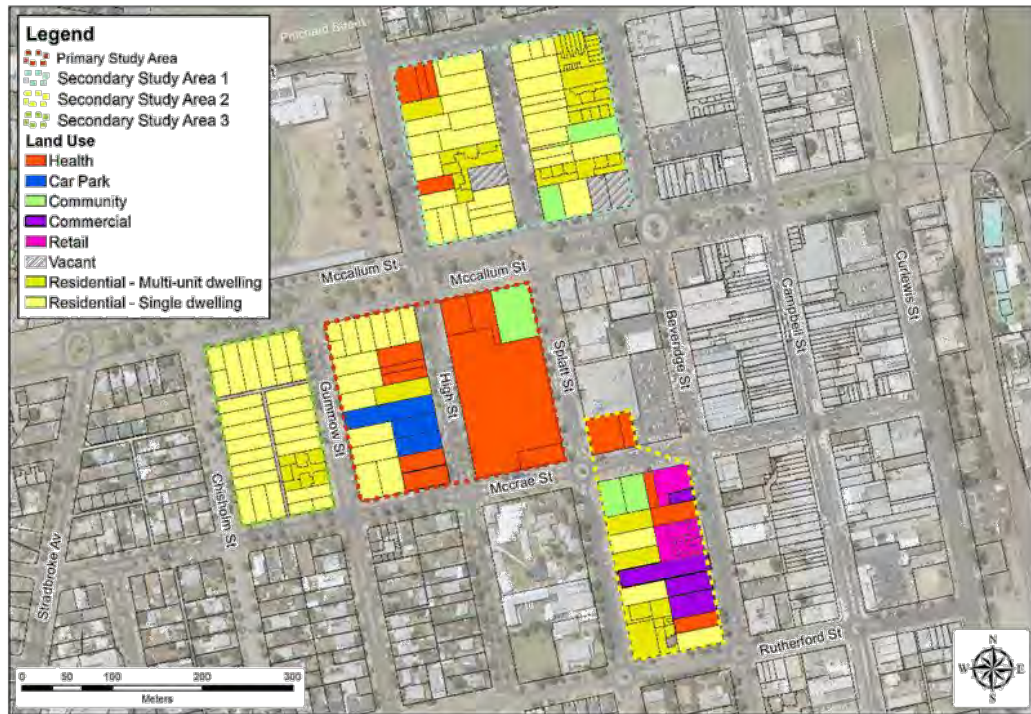


Figure 12: Existing Land Use in the Study Area

The overall study area generally forms the transition of land uses from either:

- commercial to residential
- commercial to health
- health to residential.

8.2 Primary Study Area

8.2.1 Land Use

The Primary Study Area (PSA) contains a range of health uses, including the hospital, a medical centre, a dental clinic, a dental laboratory, district nursing service and health promotion clinic, all but one operated by SHDH. The rest of the land comprises residential uses, mostly single dwellings with one multi-unit (8 dwellings). Car parking for SHDH staff is provided at 36-40 High Street. There is vacant land at 7 Gummow Street and the rear of the single dwellings at 64 McCrae Street and 66 McCrae Street (although fenced-off it is not on a separate title yet). Both street blocks within the PSA has direct linkages with the hospital.



Figure 13: Land Use - Primary Study Area

8.2.2 Neighbourhood Character

The street frontages of Splatt Street, High Street, McCallum Street (east of High Street) and McCrae Street (east of High Street) have a medical and commercial character, whilst McCallum Street (west of High Street) and Gummow Street have a residential character. McCrae Street (west of High Street) has a mixed residential and medical character. Medical uses are well-established within the PUZ3 zoned sites and medical uses could be extended within the PSA through the redevelopment or adaptive reuse of existing dwellings, and development of vacant land.

Splatt Street forms the western boundary of the commercial town centre and the PSA acts as the transition zone for commercial to health and community land uses. McCrae Street, given the width of the road reserve and central median, creates an effective boundary and transition area between the PSA’s health uses and the residential and educational uses to the south. In the same manner Gummow Street could form an effective boundary for a future health precinct to residential interface, given the wide road reserve and central median. McCallum Street provides good access and exposure to a main road, and the wide reserve with wide central median provides a good buffer to the open space and other uses north of the PSA. McCallum Street also provides demarcated parking to the PSA, both on-street and within the median, adding to the non-residential character of the area.

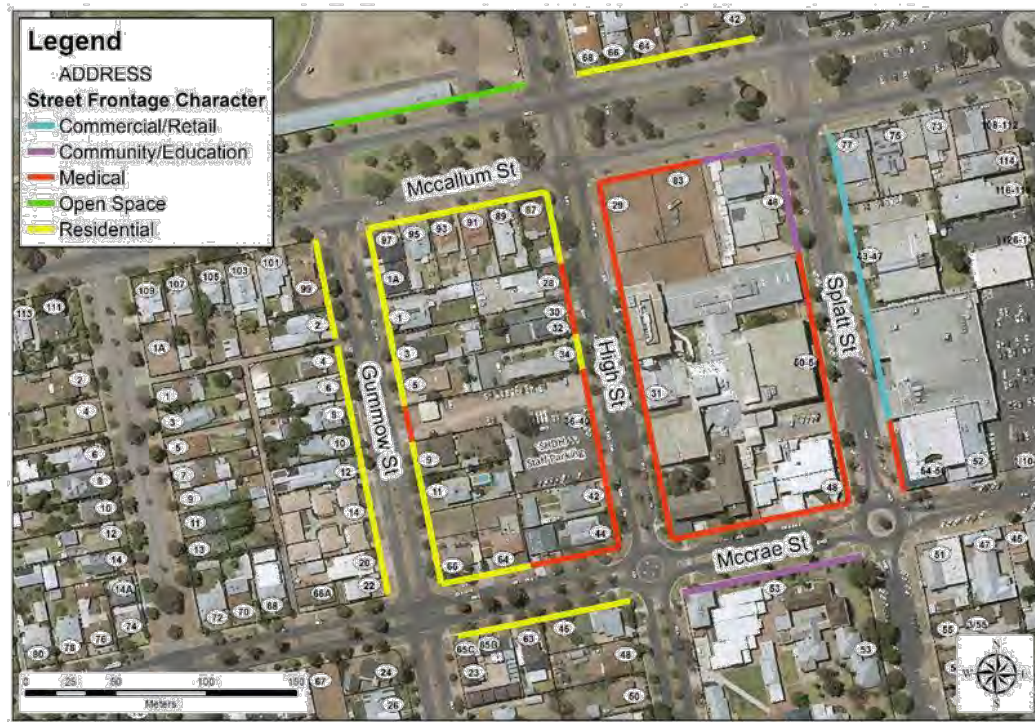




Figure 14: Street Frontage Character - Primary Study Area





8.2.3 Individual Property Characteristics

The characteristics of each property that could form part of a health precinct has been analysed on a conceptual level. For the PSA all properties are included given the direct link or close proximity to existing health services.

Table 6: Land Use Analysis - Primary Study Area





PROPERTY	LAND USE	PHOTO	COMMENTS
48 and 50-54 Splatt Street 31 High Street	Medical (Hospital & Public medical services)		<p>Existing medical use under the PUZ3.</p> <p>Master Plan for SHDH to guide future use and development.</p> <p>Key site within the proposed Health Precinct.</p>

PROPERTY	LAND USE	PHOTO	COMMENTS
			
<p>27 and 29 High Street 83 McCallum Street</p>	<p>Aged Care (Health Care)</p>		<p>Existing medical use under the PUZ3. Master Plan for SHDH to guide future use and development. Key site within the proposed Health Precinct.</p>
<p>46 Splatt Street</p>	<p>Community Facility (Church)</p>		<p>Currently zoned GRZ and could be included in the proposed medical precinct due to its strategic location. The site is subject to HO165.</p>

PROPERTY	LAND USE	PHOTO	COMMENTS
62 McCrae Street	Medical (education centre)		Existing medical use under the PUZ3.
44 High Street	Residential		Located within the PUZ3 and owned by SHDH. Key site within the proposed Health Precinct for future medical use.
42 High Street	Medical (dental laboratory)		Existing medical use under the PUZ3.
38 and 40 High Street	Parking (SHDH staff)		Existing use associated with medical under the PUZ3. Key site for future medical use and development and car parking. The site is subject to HO131.

PROPERTY	LAND USE	PHOTO	COMMENTS
36 High Street 7 Gummow Street	Informal Parking (SHDH)		Existing use associated with medical under the PUZ3. Key site for future medical use and development and car parking.
34 High Street	Residential (multi-units)		Medium density residential development can support the medical precinct and activation of the precinct.
30 and 32 High Street	Medical (Dental services)		Existing medical use under the PUZ3.
28 High Street	Medical (SHDH)		Existing medical use under the PUZ3.
87 McCallum Street	Residential		The site has frontage to a Road Zone (McCallum Street), making medical offices a Section 1 use if less than 250m ² . The corner site also has access to High Street and could accommodate on-site parking, making this site highly suitable for medical uses if the existing dwelling is converted to a medical centre. There is no HO over the site that will impact

PROPERTY	LAND USE	PHOTO	COMMENTS
			redevelopment of the site (if required).
89 McCallum Street	Residential		<p>The site has frontage to a Road Zone (McCallum Street), making medical offices a Section 1 use if less than 250m².</p> <p>The site could accommodate on-site parking should the existing dwelling be converted to a medical centre, making this site highly suitable for medical uses. There is no HO over the site that will impact redevelopment of the site (if required).</p>
91 McCallum Street	Residential		<p>The site has frontage to a Road Zone (McCallum Street), making medical offices a Section 1 use if less than 250m².</p> <p>The site could accommodate on-site parking should the existing dwelling be converted to a medical centre, making this site highly suitable for medical uses. There is no HO over the site that will impact redevelopment of the site (if required).</p>
93 McCallum Street	Residential		<p>The site has frontage to a Road Zone (McCallum Street), making medical offices a Section 1 use if less than 250m².</p> <p>The site could accommodate on-site parking should the existing dwelling be converted to a medical centre, making this site highly suitable for medical uses. There is no HO over the site that will impact redevelopment of the site (if required).</p>

PROPERTY	LAND USE	PHOTO	COMMENTS
95 McCallum Street	Residential		<p>The site has frontage to a Road Zone (McCallum Street), making medical offices a Section 1 use if less than 250m².</p> <p>The site could accommodate on-site parking should the existing dwelling be converted to a medical centre, making this site highly suitable for medical uses. There is no HO over the site that will impact redevelopment of the site (if required).</p>
97 McCallum Street	Residential		<p>The site has frontage to a Road Zone (McCallum Street), making medical offices a Section 1 use if less than 250m².</p> <p>The site has recently been developed and has very limited space for on-site parking due to high site coverage, making this site less suitable for medical uses.</p>
9 Gummow Street	Residential		<p>A key site for future medical use and development given the strategic location and large area available for on-site parking and re-development.</p> <p>The east and north boundaries front onto the PUZ3.</p>
11 Gummow Street	Residential		<p>A key site for future medical use and development given the strategic location with frontage onto the PUZ3 at the eastern boundary and large area available for on-site parking and re-development. There is no HO over the site</p>

PROPERTY	LAND USE	PHOTO	COMMENTS
			that will impact redevelopment of the site (if required).
66 McCrae Street	Residential (vacant at rear of block)		The existing site could accommodate a medical centre. The large vacant area at the rear of the site has been fenced off for a potential subdivision; if this area is excluded limited space is available for on-site parking. There is no HO over the site that will impact redevelopment of the site (if required).
64 McCrae Street	Residential (vacant at rear of block)		The existing site could accommodate a medical centre. The large vacant area at the rear of the site has been fenced off for a potential subdivision; if this area is excluded limited space is available for on-site parking. There is no HO over the site that will impact redevelopment of the site (if required).

8.2.4 Road Network and Parking

The PSA is well serviced by the road network, providing excellent access to and permeability through the area. Demarcated parking and through lanes in all streets (with the exception of Gummow Street) provides a high level of access. McCallum Street, a divided four lane arterial road with a 60m wide reserve and wide centre median, provides direct access from the north. McCrae Street, a two lane divided road with a 30m wide reserve, provides access from the south. Splatt Street provides access from the east with a 30m wide reserve, including to the hospital's main entrance. High Street dissects the PSA with a 30m wide reserve and divided two lane road with centre median. Gummow Street provides access from the west, also with a divided two lane road with centre median and 30m wide reserve.

A total of 262 on-street car parking spaces are available in the PSA as outlined in the table below.

Table 7: On-street Parking in the Primary Study Area

Street Name	Location	Capacity
Splatt Street (McCallum St to McCrae St)	East side	33
Splatt Street (McCallum St to McCrae St)	West side	36
High Street (McCallum St to McCrae St)	East side	18
High Street (McCallum St to McCrae St)	West side	21
Gummow Street (McCallum St to McCrae St)	East side	21
Gummow Street (McCallum St to McCrae St)	West side	20
McCallum Street (Gummow St to Splatt St)	South side	17
McCallum Street (High St to Splat St)	Centre of road	54
McCrae Street (Gummow St to Splatt St)	North side	20
McCrae Street (Gummow St to Splatt St)	South Side	22
TOTAL		262

The SHDH land south of High Street provides approximately 80 off-street parking spaces for staff and visitors. These spaces not all demarcated and the layout is not optimal at present, therefore this number could easily be increased with a new parking design for the site.

8.3 Secondary Study Area 1

8.3.1 Land Use

The Secondary Study Area 1 (SSA1) comprises mostly single dwelling residential uses as well as multi-unit dwellings at 15 High Street, 38 Splatt Street, 41 Splatt Street, 90 Beveridge Street, 96 Beveridge Street, 98 Beveridge Street and 104 Beveridge Street. The land at 62 McCallum Street is used for social services provided by St Luke's Anglicare and there is a Kindergarten and childcare centre at 100 Beveridge Street operated by Goodstart. The SSA1 contains two existing health uses, including an audiology practice operated by Country Hearing Care at 21 High Street and counselling services provided by SHDH at 13 Pritchard Street. There is approximately 1,000m² of vacant land at 40 Splatt Street, 800m² at 11 Pritchard Street, 850m² at 58 McCallum Street and 1,000m² at 56 McCallum Street.



Figure 15: Land Use - Secondary Study Area 1

8.3.2 Neighbourhood Character

The area has a predominantly residential character with a number of multi-units supporting increased densities and housing diversity in close proximity to the CBD. The area has only two existing health uses at present, and the location of these use are appropriate for the type of health service provided.



Figure 16: Street Frontage Character - Secondary Study Area 1


McCallum Street forms a physical buffer to the existing health uses on the southern side of McCallum Street, and except for the land with direct frontage to McCallum Road generally does not have a strong physical link or relationship with the hospital precinct.



The land with frontage to McCallum Street between High Street and Splatt Street, if developed for health uses, could however benefit from the exposure to the higher order road, access to parking, and relative proximity to the hospital precinct. It is worth noting that three of the four properties could technically accommodate a medical centre less than 250m² as of right under the GRZ, due to the Road Zone frontages of these properties and current GRZ provisions.

8.3.3 Individual Property Characteristics

The characteristics of each property that could potentially form part of a health precinct has been analysed on a conceptual level. For the SSA1 all properties that are in close proximity to the hospital site (100-150m) are included, and the remaining properties excluded.

Table 8: Land Use Analysis - Secondary Study Area 1

PROPERTY	LAND USE	PHOTO	COMMENTS
21 High Street	Medical (Country Hearing Care)		Existing medical use under the GRZ.
23 High Street	Residential		The site could accommodate on-site parking should the existing dwelling be converted to a medical centre, making this site suitable for medical uses. There is no HO over the site that will impact redevelopment of the site (if required).
68 McCallum Street	Residential		A corner site with frontage to McCallum Street and vehicle access from High Street. The site could be converted to accommodate a medical centre, however limited space for onsite parking is available. There is no HO over the site that will impact redevelopment of the site (if required).
66 McCallum Street	Residential		A site with frontage to McCallum Street. The site could be converted to accommodate a medical centre, with limited space for parking onsite. There is no HO over the site that will impact redevelopment of the site (if required).

PROPERTY	LAND USE	PHOTO	COMMENTS
64 McCallum Street	Residential		A site with frontage to McCallum Street. The site could be converted to accommodate a medical centre, with limited space for parking onsite. There is no HO over the site that will impact redevelopment of the site (if required).
42 Splatt Street	Residential		A corner site with frontage to McCallum Street and Splatt Street (vehicle access from McCallum Street). The site could be converted to accommodate a medical centre of substantial size, with ample space for onsite parking is available. The site is subject to HO164.
40A Splatt Street	Residential		The site could be converted to accommodate a medical centre, with ample space for parking onsite. There is no HO over the site that will impact redevelopment of the site (if required).

8.3.4 Road Network and Parking

The SSA1 is well serviced by the road network, providing excellent access to and permeability through the area. In all streets either dedicated angled parking and through lanes or very wide parking and through lanes provide a very high level of access. McCallum Street, a divided four lane arterial road with a 60m wide reserve and wide centre median, provides direct access from the south. Pritchard Street, a 30m wide reserve with a divided section, provides access from the north. Beveridge Street provides access from the east with a 30m wide reserve. Splatt Street dissects the PSA with a 30m wide reserve and wide road seal. High Street provides access from the west with a divided two lane road with centre median and 30m wide reserve.

A total of 350 on-street car parking spaces are available in the PSA as outlined in the table below.

Table 9: On-street Parking in the Secondary Study Area 1

Street Name	Location	Capacity
Beveridge Street (McCallum St to Pritchard St)	East side	29
Beveridge Street (McCallum St to Pritchard St)	West side	29
High Street (McCallum St to Pritchard St)	East side	21
High Street (McCallum St to Pritchard St)	West side	46
Splatt Street (McCallum St to Pritchard St)	East side	23
Splatt Street (McCallum St to Pritchard St)	West side	27
McCallum Street (High St to Pritchard St)	North side	30
McCallum Street (High St to Pritchard St)	Centre of road	94
Pritchard Street (High St to Beveridge St)	North side	18
Pritchard Street (High St to Beveridge St)	South Side	33
TOTAL		350

8.4 Secondary Study Area 2

8.4.1 Land use

The Secondary Study Area 2 is considerably mixed use, with health, retail, commercial, residential and other uses. Health uses in the SSA2 include: surgical services provided by Swan Hill Surgical Practice at 45 McCrae Street; a medical centre operated by Swan Hill Medical Group at 54-56 McCrae Street; counselling services provided by the Salvation Army at 190-192 Beveridge Street and physiotherapy provided by Swan Hill Physiotherapy & Sports Clinic at 236 Beveridge Street. There are 3 single dwellings at 246 Beveridge Street, 63 Splatt Street and 57 Splatt Street. Multi-units are located at 18 Rutherford Street, 20-22 Rutherford Street, 65 Splatt Street, 59 Splatt Street and 55 Splatt Street. The residential uses are contained on the western and southern sides of the SSA2 fronting Splatt Street and Rutherford Street. There are also a community uses (St Mary MacKillop College) at 51 McCrae Street. Commercial and retail uses comprise the remainder of the area, including government services/offices (the Department of Human Services) at 210-216 Beveridge Street.



Figure 17: Land Use - Secondary Study Area 2

8.4.2 Neighbourhood Character

The mixed use character of SSA2 is consistent with the commercial-residential interface of the area, transitioning from the commercially zoned CBD to residential (and also education west of Splatt Street).

The existing health uses are appropriate developments within the C1Z and provide diversity to the commercially zoned area. The investment by health providers should be acknowledged to activate the area and these uses should continue based on the current zoning.

The residential land uses include densification and the GRZ sites all lend themselves to future densification given the proximity to the CBD; the GRZ land forms the commercial/residential interface of the CBD.

The SSA2 land in close proximity to the hospital (100-150m) that have not already been developed for health uses are not very suitable for conversion to medical centres. The only site that should be included in the health precinct is 54-56 McCrae Street, noting that it is already a medical centre directly opposite the hospital site.





Figure 18: Street Frontage Character - Secondary Study Area 2

8.4.3 Individual Property Characteristics

The characteristics of each property that could potentially form part of a health precinct has been analysed on a conceptual level. For the SSA2 all properties with existing medical practices are included, although only 54-56 McCrae Street is likely to be included in the health precinct.

Table 10: Land use analysis - Secondary Study Area 2

PROPERTY	LAND USE	PHOTO	COMMENTS
54-56 McCrae Street	Medical (Monash University)		Existing medical use under the C1Z. No change proposed. The site could be included in the health precinct given its close proximity to the hospital.
45 Beveridge Street	Medical (Mid-Murray Chiropractic)		Existing medical use under the C1Z. No change proposed.

PROPERTY	LAND USE	PHOTO	COMMENTS
236 Beveridge Street	Medical (Swan Hill Physiotherapy & Sports Clinic)		Existing medical use under the C1Z. No change proposed.

8.4.4 Road Network and Parking

The SSA2 is well serviced by the road network, providing excellent access to and permeability through the area. Demarcated angled parking and traffic lanes provides for a high level of access. McCrae Street provides direct access from the north. Beveridge Street provides access from the east. Rutherford Street provides access from the south. Splatt Street provides access from the west. All these streets have a 30m wide reserve.

A total of 191 on-street car parking spaces are available in the PSA as outlined in the table below.

Table 11: On-street Parking in the Secondary Study Area 2

Street Name	Location	Capacity
Beveridge Street (McCrae St to Rutherford St)	East side	30
Beveridge Street (McCrae St to Rutherford St)	West side	34
Splatt Street (McCrae St to Rutherford St)	East side	28
Splatt Street (McCrae St to Rutherford St)	West side	46
McCrae Street (Splatt St to Beveridge St)	North side	10
McCrae Street (Splatt St to Beveridge St)	South side	15
Rutherford Street (Splatt St to Beveridge St)	North side	13
Rutherford Street (Splatt St to Beveridge St)	South Side	15
TOTAL		191

8.5 Secondary Study Area 3

8.5.1 Land Use

The Secondary Study Area 3 (SSA3) is entirely comprised of residential uses, all of which are single dwellings except for multi-unit dwellings at 14-16 Gummow Street.

At present the SSA3 does not have strong links to the hospital and surrounding health uses given physical separation to these uses. The area has a strong residential character and is furthest from the CBD and core commercial area of Swan Hill of all three Secondary Study Areas.



Figure 19: Land Use - Secondary Study Area 3

8.5.2 Street Frontage Character

SSA3 has a pure residential character. There are no non-residential uses in SSA3 and densification of residential use has not really occurred, resulting in a strong detached single dwelling character for the area.

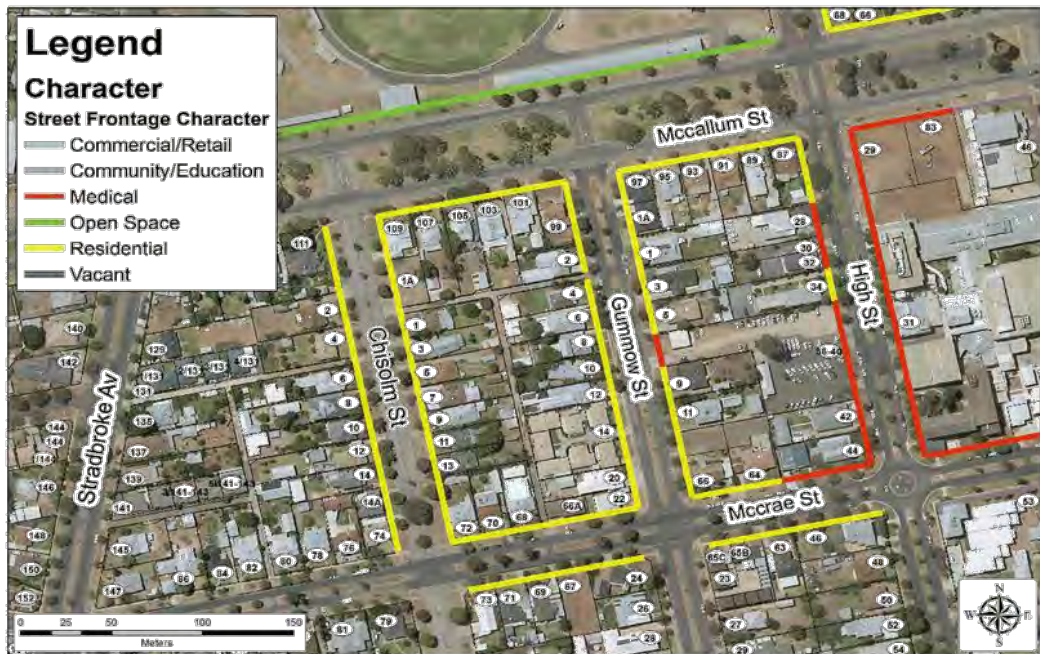


Figure 20: Street Frontage Character - Secondary Study Area 3

Chisholm Street forms the western boundary of the SSA3 and has a strong residential character. Gummow Street on the eastern boundary, given the wide road reserve and central median, could form an effective boundary for a future health precinct to residential interface.

Upon review SSA3 does not have merit for inclusion into a health precinct at this time. The eastern section of the SSA3 with frontage to Gummow Street may in future have merit to be included into a health precinct, should the PSA be developed as a health precinct and the land in the PSA with frontage to Gummow Street be fully developed for health purposes over the longer term.

Notwithstanding this, the six properties with direct frontage to McCallum Street could still be developed as medical consulting rooms under the GRZ provisions (as-of-right if less than 250m²); should a health precinct and associated local policy be incorporated into the Planning Scheme, Council may be able to direct medical uses into the precinct as first priority to retain the current residential character of the SSA3 and stimulate the development of the health precinct.

8.5.3 Individual Property Characteristics

The characteristics of each property in SSA3 have not been assessed based on the findings above.

8.5.4 Road Network and Parking

The SSA3 is well serviced by the road network, providing good access to and permeability through the area. Parking lanes are informal but of good width to allow traffic flow. Parking McCallum Street, a divided four lane arterial road with a 60m wide reserve and wide centre median, provides direct access from the north. McCrae Street, a two lane divided road with a 30m wide reserve, provides access from the south. Gummow Street provides access from the east with a 30m wide reserve. Chisholm Street provides access from the west, also with a divided two lane road with centre median and 30m wide reserve.

A total of 131 on-street car parking spaces are available in the PSA as outlined in the table below.

Table 12: On-street Parking in the Secondary Study Area 3

Street Name	Location	Capacity
Gummow Street (McCallum St to McCrae St)	East side	21
Gummow Street (McCallum St to McCrae St)	West side	20
McCallum Street (Chisholm St to Gummow St)	North side	23
McCallum Street (Chisholm St to Gummow St)	South side	9
McCrae Street (Chisholm St to Gummow St)	North side	9 (estimated)
McCrae Street (Chisholm St to Gummow St)	South side	9 (estimated)
Chisholm Street (McCallum St to McCrae St)	East side	20 (estimated)
Chisholm Street (McCallum St to McCrae St)	West side	20 (estimated)
	TOTAL	131

8.6 Study Area Analysis Summary

A summary of the land use and suitability analysis is provided in the table below.

Table 13: Summary of Land Use and Suitability Analysis

Study Area	Land Use Mix - Suitability for Health Precinct and Mixed Use Area	Neighbourhood Character Suitability for Health Precinct	Effective Land Use Transition Facilitated by Road Reserves/Boundaries	Individual Property Suitability (existing residential)	Parking Provision (On-street)	Road Access and Permeability
Primary Study Area	High	High	High	High	High (260)	High
Secondary Study Area 1	Medium	Medium	High	Medium	High (350)	High
Secondary Study Area 2	Medium	Medium	High	Low	Medium (190)	High
Secondary Study Area 3	Low	Low	Medium	Low	Low (130)	Medium

Based on the analysis the PSA has the highest suitability for a health precinct, based on all factors considered. The characteristics of SSA1 also indicates suitability, noting that only a section of the area indicates high suitability. SSA2 and SSA3 does not show high suitability for a health precinct based on the analysis; it should be noted that the existing medical centre at 54-56 McCrae Street could form a functional part of the health precinct utilising current zoning and land use rights.

Should PSA and a small section of SSA1 be included in a proposed Health Precinct as identified in Figure 21, the area could accommodate over 15 medical centres by reuse of existing dwellings or redevelopment of properties. Accepting that not all properties are likely to be converted for medical use, this still provide ample opportunities in the proposed precinct for medical centres and health services, for either new or relocated practices.

The PSA also has medium density and conventional residential developments that will unlikely change to other uses over time, and this will ensure a mix of land use that will increase safety, amenity and liveability within the health precinct over the longer term.

The current zoning of all properties can be retained, and the current PUZ3 and GRZ provisions could facilitate the growth and development of the health precinct over time. Strategic support for the health precinct could be incorporated into the Swan Planning Scheme under Clause 21 and Clause 22.

There are a number of opportunities to increase on-street car parking in the PSA by more efficient use of road reserves and existing road surfaces. The majority of developable sites could accommodate off-street parking when dwellings are re-used for medical centres. Should properties be redeveloped, adequate on-site car parking could be incorporated into new site designs.

Effective interface transition can be achieved between the future residential-health interface areas by utilising and enhancing existing roads and centre medians.

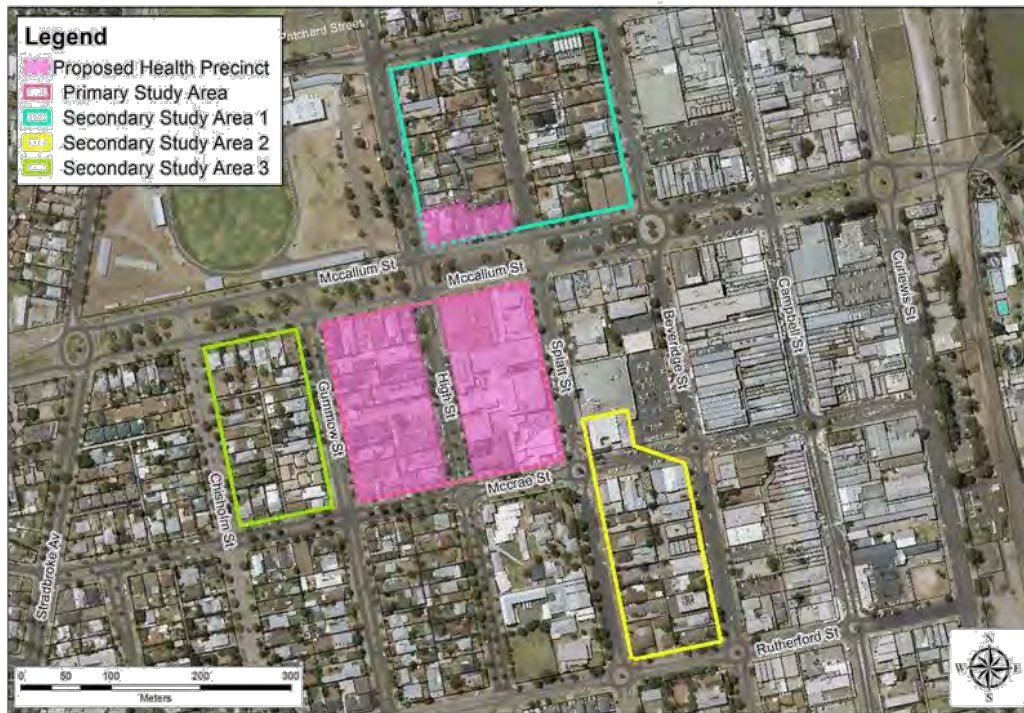


Figure 21: Potential Health Precinct Boundary

9. Health Precinct Plan (draft)

A draft Swan Hill Health Precinct Plan (the Plan) has been prepared to guide potential establishment of a health precinct in Swan Hill. The Plan provides a clear directive for future land use, decision guidelines and parking infrastructure improvements to support the successful development of the precinct, whilst protecting existing residential amenity and character. The Plan provides an appropriate level of detail to inform future works and investigations, and does not identify detailed parking design and infrastructure upgrades that is still to be developed by Council. This provides certainty to all land owners, health professionals and Council on the future vision for and opportunities within the precinct, without affecting residential use rights and amenity.

Key elements of the Plan include:

- Land earmarked for core health uses
- Land earmarked for potential transition from residential to health care use
- Land earmarked for community and health care use
- Land for residential multi-units
- Parking upgrades.

A copy of the Plan as exhibited is at Appendix A.

The recommendation is that Council adopt the Plan as reference document to guide future land use, investment and decision-making in the proposed health precinct, and commence the implementation of key actions identified by the Plan.

The Plan provides for the continuation of existing uses (including the hospital, church, aged care centre, medical centres and residences) and the transition of some properties to medical centres over time. The health precinct could potentially accommodate up to 15 new medical centres over the next 20 to 30 years, dependant on demand for services and the uses activated by land owners. The precinct plan provides support for continued 'mixed uses' in the precinct, including multi-unit development to support housing diversity and availability in the precinct.

A key element of the plan is the improvement of parking availability in the precinct. Availability of on street parking in the broader precinct can be increased by:

- Improved parking design in High Street
- Adoption of time restrictions for on-street parking during business hours for key streets in the health precinct (e.g. signage for short term parking of 1 to 2 hour parking) to increase parking turn over and availability
- Demarcation of on-street parking along key residential streets in the health precinct to improve the functionality of existing car parking
- Provision of parking permits for residents and visitors on a demonstrated needs basis.

Ticketed parking has not been proposed, however this may form part of Council's options to address the issue. No specific design or policy recommendations are proposed in the precinct plan- Council will need to work with residents in developing the appropriate solutions.

There will be provisions that require new health uses to provide off-street car parking, preferably at the rear of the properties to maintain the residential character of the neighbourhood at the street frontage. The rate of provision will be as per Planning Scheme requirements.

10. Proposed Local Planning Policy Updates to the Swan Hill Planning Scheme

10.1 Retention of Existing Zoning and Overlay Provisions

The existing zoning of properties in the proposed Health Precinct will not change: properties with a residential zoning (General Residential Zone) will retain this zoning, similarly the Public Use Zone will be retained for properties used by Swan Hill District Health. All current overlays will be retained and no new overlays are proposed as a result of the proposed health precinct. The reason for this approach is to ensure current residential use and amenity can continue without any impacts to existing land owners and residents. Similarly existing health uses in the PUZ3 can also continue without any impacts.

The proposed Health Precinct will be implemented in the policy section of the Swan Hill Planning Scheme, through amendments to the Local Planning Policy Framework (LPPF).

10.2 Proposed Clause 21 and Clause 22 updates to the Swan Hill Planning Scheme

Appropriate local policy should be prepared for inclusion in the Swan Hill Planning Scheme under Clause 21 and Clause 22 to give effect to the proposed health precinct. This mechanism is considered more appropriate than rezoning and will provide strategic guidance to the assessment of future medical centre applications in the health precinct and embed the importance of the health sector to the local economy in the Planning Scheme. Specific planning provisions for medical centres will also be included that relate to hours of operation, car parking and access provisions, and site design outcomes.

Any future application for a medical centre within the health precinct will require a planning permit under the provisions of the Swan Hill Planning Scheme (noting that land with frontage to McCallum Street could potentially accommodate a medical centre without a permit under current and proposed provisions). Applications will be assessed on merit and how they respond to specified design outcomes.

The proposed Swan Hill Health Precinct Plan will become a reference document in the planning scheme to confirm the future land use framework for the health precinct and support decision-making.

The amendment process to incorporate these updates into the planning scheme can be included in the Municipal Strategic Statement (MSS) / Swan Hill Planning Scheme Review amendment that is expected to commence in the near future. This will allow for further public consultation on the proposed health precinct and facilitate the formal incorporation of the Health Precinct Plan into the planning scheme.

The following additions are proposed in a revised LPPF:

Clause 21.01-1 Profile

Add the following statement:

The health care and social assistance sector is the second largest employment sector in the municipality providing 13.7% of jobs, and the demand for health services is set to increase based on projected demographics and population growth. Swan Hill will continue the role of health service centre for the city, surrounding smaller settlements and the broader region.

Clause 21.01-2 Key Issues and Influences

Add the following statement:

Facilitate the growth of the health care and social assistance sector in the Swan Hill Health Precinct as important employer and value add component of the economy.

Clause 21.02-2 Swan Hill

Add the following statement:

The health care sector is a key employer in Swan Hill, and contributes to the liveability and quality of life of the broader region. The health precinct containing the Swan Hill District Hospital, associated health care services and private health care providers will continue to provide key health services and accommodate further expansion of the health care sector in Swan Hill providing agglomeration economies and regional productivity gains.

Add the following strategy:

Strategy 4.12 Encourage the expansion of the health care sector and location of new medical centres within the health precinct between Splatt Street, McCallum Street, Gummow Street and McCrae Street.

Clause 22 Local Planning Policies

To provide more clarity on the design and development outcomes sought for medical centres, a new local policy is proposed for non-residential uses in residential areas in Clause 22 Local Planning Policies which also covers medical centre developments.

Add the following in the section pertaining to medical centres in the new local policy:

Clause 22.05 Non-Residential Uses in Residential Zones Policy*Medical Centres and Veterinary Clinics*

- *Encourage Medical Centres to locate within the Swan Hill Health Precinct.*
- *Encourage hours of operation¹ for Medical Centres between:*
 - ✓ *8.00am to 9.00pm Monday to Saturday and*
 - ✓ *9.00am to 6.00pm Sunday.*
- *Car parks should be located to the rear of the building or set back suitably from the front boundary to provide adequate landscaping that is in keeping with the surrounding residential character.*
- *Direct access to the reception area should be provided from the car parking area.*

¹ Note: the proposed hours of operation has been reduced post public consultation to confirm the intent to ensure residential character and amenity in the proposed health precinct.

11. Stakeholder perspective

11.1 Phase 1 Consultation – Situational analysis and background review

Consultation with a number of stakeholders has been undertaken to inform the development of the Swan Hill Health Precinct. An initial phase of consultation, undertaken over the period 15 March 2017 to 13 April 2017, was designed to capture the perspective of services users and service providers. The results of this initial consultation phase are described below.

A second phase of consultation, with landowners and the general public, will be held once the draft Health Precinct Plan has been developed. This consultation will enable the community to review the options for the proposed health precinct and provide their feedback to shape the development of the final Health Precinct Plan.

11.1.1 Methodology for first phase of consultation

Both service provider and service user questionnaires were distributed by hand to 25 providers in Swan Hill. Table 14: The table below provides an overview of the number and type of services where questionnaires were distributed, noting that most organisations were provided with an average twelve service user questionnaires, and two service provider questionnaires.

Table 14: Distribution of service user and provider questionnaires

Service type	Number provided with questionnaires
Allied Health (Podiatry, Osteopathy, Physiotherapy, etc)	8
Dental services	2
GP or Medical Practice	3
Mental health services (counsellor or psychologist)	4
Pharmacist	6
Other health service	2

11.1.2 Findings from first phase of consultation – service provider questionnaire

A total of 19 health service providers responded to the questionnaire. As shown in Figure 22, the majority of responders were allied health providers. Two providers were established in the 1960's (both GP/medical centres), but the majority were established after 1980. One provider, a GP/medical centre, was established as recently as 2016. On average, the providers treated or managed approximately 5,200 patients or clients in the last financial year.

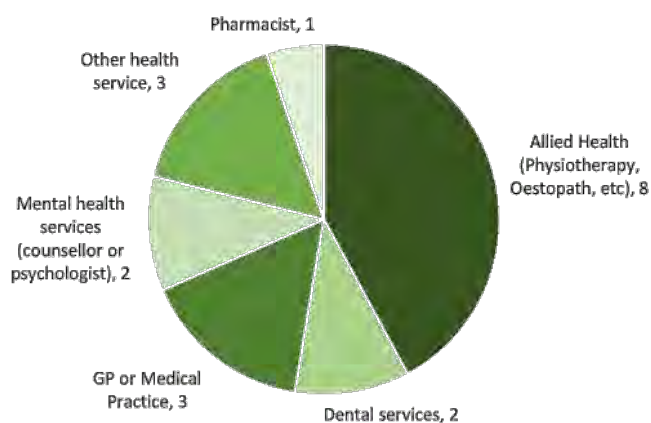


Figure 22 : Number of respondents by service type

The majority of providers (78.9%) reported there had been growth in the number of clients or patients they had treated or managed in the past three to five years, with more than a quarter of all respondents suggesting that growth had been significant (Figure 23). When thinking about their clients who accessed their services, all but one provider responded that the availability of car parking was very important. One provider reported that car parking was somewhat important.

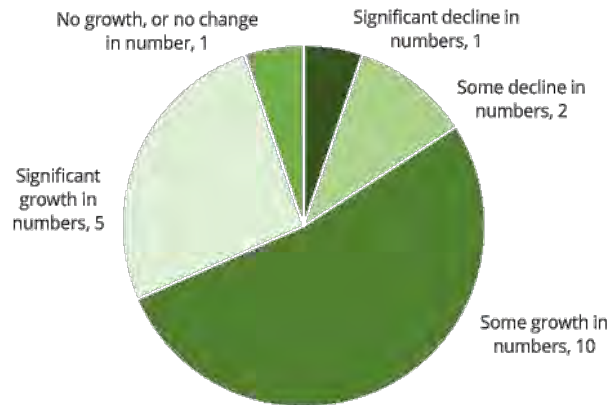


Figure 23: Change in client numbers in past three to five years, by number of respondents

Considering the proximity of the SHDH Health hospital, almost two thirds of providers (63.2%) reported that it was very important for their clients that the health service was located within one block of the hospital (Figure 24). When considering the types of service they provided, or interacted with, almost half of the respondents believed it was very important that their practice was located within one block of the hospital (Figure 25).

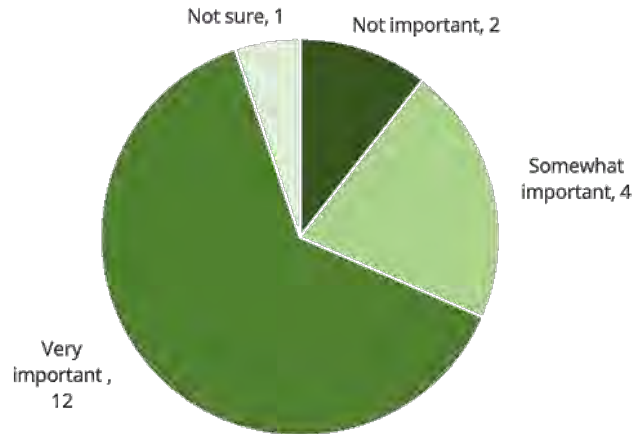


Figure 24: Importance of proximity to hospital for clients, by number of respondents

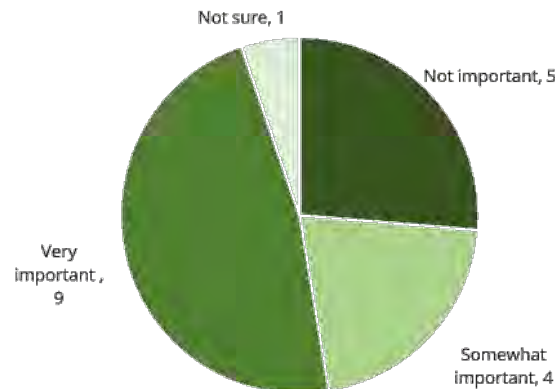


Figure 25: Importance of proximity to hospital for providers, by number of respondents

When asked to describe why they had selected their response regarding the importance of proximity to the hospital, providers who felt it was very important that their service was located within one block of the hospital given the complex care requirements of users. The following explanations highlight this issue:

- *'Shared/co-case management, better outcomes for clients who access more than one service'* (Allied Health provider)
- *'Many clients are elderly with mobility and complex health issues. They are often booked for multiple appointments with a variety of services on the one day because of these issues'* (Allied Health provider)
- *'Given the aging population and our emphasis on integrated care it is essential to have services readily available - parking is difficult in all parts of CBD and patients will not attend if they cannot access services easily'* (GP/medical centre)

Further, close proximity to the hospital was reported as important given the accessibility and convenience it provides for staff. The following explanations highlight these issues:

- *'Allows doctors easy and rapid access to hospital if required'* (GP/medical centre)
- *'The [staff] have to race to the hospital for emergencies and need to have access to all hospital facilities'* (Other health service provider)
- *'Very strong links to hospital and emergency department. Does not have medical staff based in Swan Hill so rely solely on hospital services or GP'* (Mental health service provider)
- *'Allied health team works across many areas of the hospital and require quick access to provide appropriate and timely care. Staff attend multiple on campus meetings'* (Allied Health provider)

For the providers who selected that it was not important for their service to be located within one block of the hospital, the following explanations were provided:

- *'Anywhere in Swan Hill to the hospital is about five minutes by car. Clients have known the location of the provider for [many years] and are happy to go there. It is about one and a half blocks from the hospital'* (Allied health provider)
- *'The practice is not dependant on SHDH hospital and therefore proximity isn't important'* (Dental Service)
- *'It is a private business'* (Allied health provider)

- *'Rarely is a client is directed to attend hospital. Appointments are usually made for a later date and require a separate trip. Hospital in town area is beneficial however'* (Allied health provider)

Providers were also asked to comment on whether they believed the variety and supply of health services in Swan Hill was adequate to meet the future needs of the population. Almost two thirds (63.2%) responded they did not believe the current supply or variety was adequate, with the following explanations highlighting the limited supply:

- *'There are ludicrously long waiting lists for services that indicates that more competition is needed. Aged care services and SHDH are not keeping pace with demand'* (Allied health provider)
- *'There is no facility for treating life threatening conditions that is no intensive care unit. We have to transfer to Melbourne with much difficulty'* (GP/medical centre)
- *'There is a lack of private allied health services and a lack of ability to provide continual care'* (Allied health provider)
- *'Supply and variety of services is getting there, but still have to refer some patients to Bendigo, for example oral surgery. Prefer not to refer patients, especially those accessing public dental who are less likely to have access to cars and money'* (Dental services)

The following responses provide examples of the types of services the respondents believed were required in Swan Hill:

- *'Paediatrician, psychologist needed'* (Allied health provider)
- *'Youth services (mental health) and sexual health'* (Pharmacist)
- *'... .. Aged care services and SHDH are not keeping pace with demand'* (Allied health provider)
- *'Oncology services, mental health services and anaesthetic services needed'* (GP/medical centre)
- *'... .. still have to refer some patients to Bendigo, for example oral surgery'* (Dental services)
- *'More quality private services needed'* (Mental health service provider)
- *'There is a lack of private allied health services... ..'* (Allied health provider)
- *'Not enough qualified consultants in the area'* (Other health service provider)
- *'SHDH needs to expand its available services'* (Allied health provider)
- *'SHDH needs upgraded facilities for example, intensive care unit and high dependency unit before more specialised medical procedures and specialists are available. But all allied health services are available'* (Allied health provider)
- *'There is no facility for treating life threatening conditions that is no intensive care unit'* (GP/medical centre)

Those who responded that they believed there was already adequate service provision in Swan Hill, provided the following explanations for their selection:

- *'It would be nice to have more medical specialists but the population does not warrant it'* (Allied health provider)
- *'Swan Hill is only a small town and near larger centres, for example, Bendigo is only two hours away'* (Other health service)
- *'Answer is inclusive of recent funding received for inpatient rehabilitation, transition care program, and hospice beds. Social worker commenced last year following increase in demand in Swan Hill'* (Allied health provider).

11.1.2.1 Summary

Overwhelmingly, providers felt it was very important for their clients that their service was located within one block of the SHDH hospital, particularly for clients with complex health issues who access multiple health services. When considering their own service provision, the perceived need to be located near the hospital was somewhat less important for allied health providers who reported they did not interact with the hospital, however most other types of providers suggested the close proximity of the hospital supported the integration of care for their clients and staff.

There appears to be an increasing demand for health services given the majority of providers report an increase in the number of patients over recent years. Further, most providers believed the supply and variety of services was not adequate to meet the needs of the population, particularly for specialist services.

11.1.3 Findings from first phase of consultation – service user questionnaire

A total of 56 health service users responded to the questionnaire. Two thirds (66.7%) of respondents reported their postcode as 3585, suggesting that the majority of respondents were from Swan Hill (noting that the 3585 postcode incorporates a number of small localities surrounding Swan Hill). Three respondents were from areas in NSW and a further three from areas outside the LGA. Respondents were most likely (41.8%) to be between the ages of 56 and 75 years, and the majority (78.2%) did not care for a child or elderly parent who needed their assistance to access health service (Figure 26).

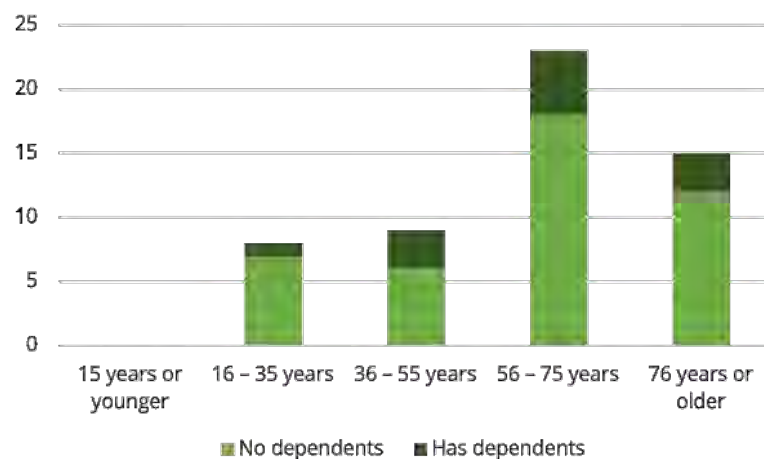


Figure 26: Number of health service users, by age and whether any dependents

Respondents were asked what type of health services they, or the child or elderly person they care for, had used in the last 12 months in Swan Hill. Multiple responses were allowed. The figure below shows that respondents had most often used a GP or medical centre service (22.9%, or 43 of 188 responses), followed by pharmacist (21.8%) and allied health service (20.7%).

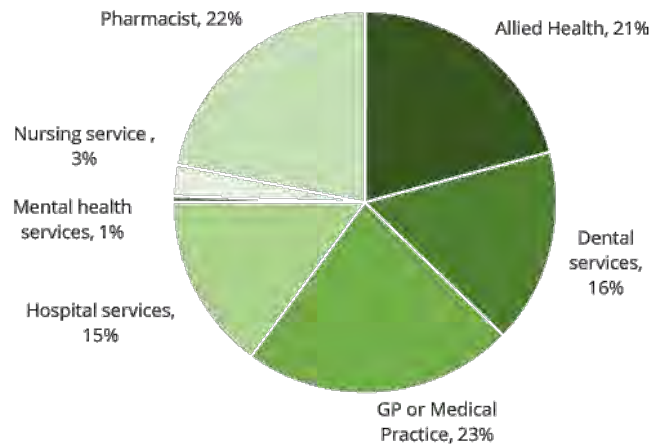


Figure 27: Service type access in last 12 months, by number of respondents

Almost a third (30.4%) of users had accessed four different types of health services in the last 12 months (Figure 28) and when asked how many times they had accessed a health service in the last 12 months, almost half (48.9%) responded 10 time or less in the last 12 months (Figure 29).

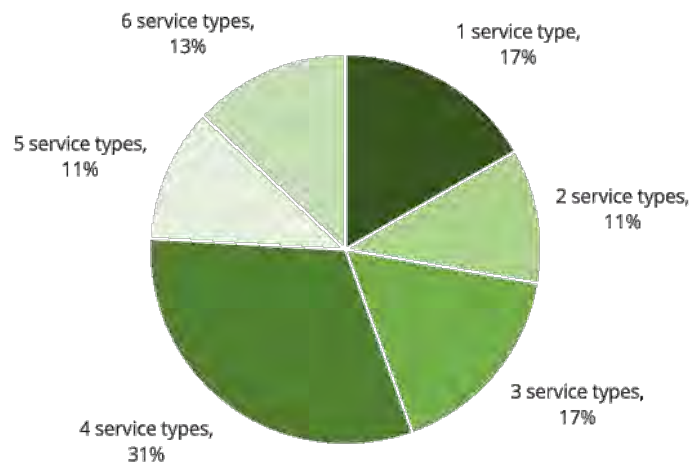


Figure 28: Number of types of services accessed, by number of respondents

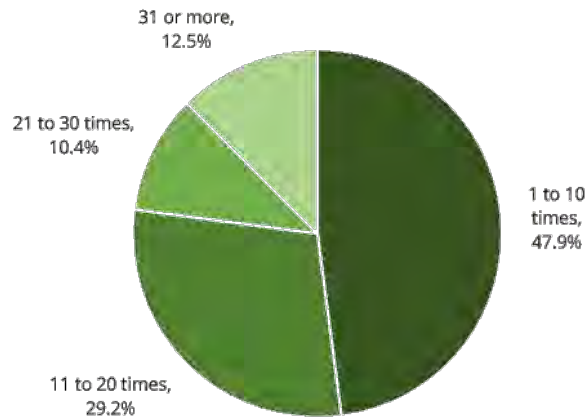


Figure 29: Number of times access services, by number of respondents

All respondents (100%) reported that they normally used a car as transport to access health services in Swan Hill, and of these, only 9% indicated that they also either walked or cycled, or used public transport/taxis in addition to a car. Given the extent to which health service users in Swan Hill use a car as their main type of transport for accessing health services, it is not surprising that the availability of car parking is a key issue for users. All health service users either responded that car parking was either very important (55.4%) or somewhat important (44.6%).

Respondents were also asked whether the proximity of health services to the SHDH hospital was important. As displayed in Figure 30, most respondents (55.4%) felt that it was very important for health services to be located within one block of the Swan Hill hospital.

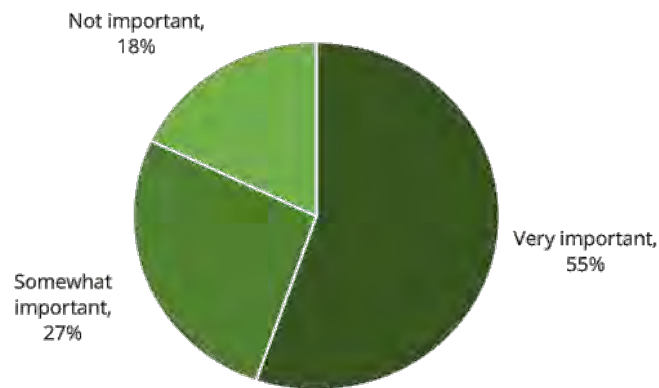


Figure 30: Importance of health service proximity to the hospital by number of respondents

The majority of respondents (72.7%) had to travel outside of Swan Hill to access health service in the last 12 months, with Bendigo (56.9%) and Melbourne (32.3%) the locations most often travelled to, followed by Mildura (3.1%) and other various locations (7.7%). As displayed in Figure 31, the types of services most often travelled to were specialist services (82.7%) and hospital (10.7%). Of the specialist services, almost a third of respondents reported travelling for access to ophthalmology or audiology specialist.

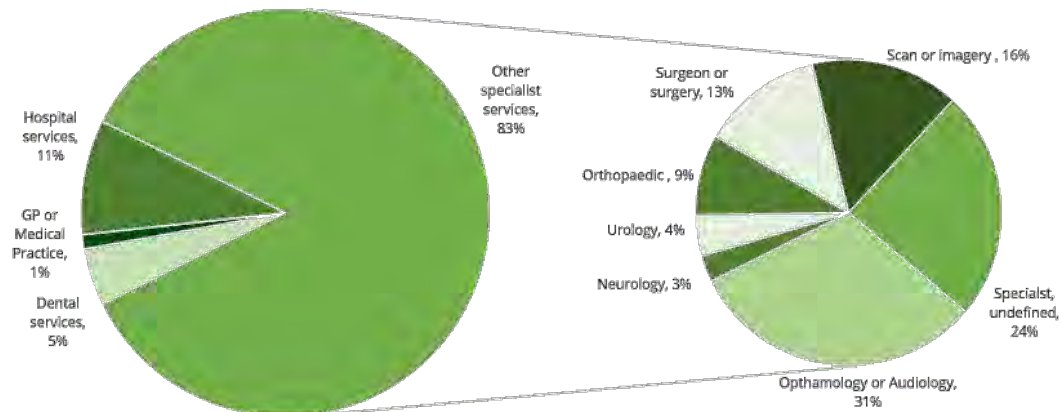


Figure 31: Types of service most often travelled to outside of Swan Hill, by number of respondents

11.1.3.1 Summary

In summary, all health service users who responded to the questionnaire, whether residing in Swan Hill or surrounding municipalities, used a car as their main transportation method when accessing health services in Swan Hill for themselves, or when caring for a dependent person. Unsurprisingly, car parking was therefore noted as a key issue of importance when health service users decided which services to use.

Most respondents accessed primary health (such as GP, allied health, pharmacy) type services in Swan Hill, while access to specialist services required travel to Bendigo or Melbourne for the vast majority of respondents. The majority of respondents (55.4%) felt that it was very important for health services to be located within one block of the Swan Hill hospital.

11.2 Phase 2 Consultation – Public exhibition of draft Health Precinct Plan

The draft Health Precinct Plan and Swan Hill Health Precinct Background Analysis Report was tabled at Council's Ordinary Meeting of 27 June 2017. Council endorsed the study for public exhibition.

Public exhibition occurred for a period of four weeks, with the submissions period concluded on 4 September 2017. All landowners and residents within the proposed health precinct and immediate surrounds were notified in writing of the exhibition period, which included an invitation to attend the public information session.

Two public information sessions were held in the Town Hall on the 22nd of August. Approximately sixteen people attended the sessions.

Copies of the Draft Health Precinct Plan and Background Report were displayed, as well as the proposed Clause 21 and Clause 22 updates to the Swan Hill Planning Scheme.

Four submissions were received, and detailed responses to each submission are provided in the Consultation Report prepared for the project. The key matters raised in submissions related to residential amenity, planning controls and parking.

In response to submissions this report has been updated to provide further clarity to two elements:

- The proposed Clause 21 and Clause 22 updates to the Swan Hill Planning Scheme related to the health sector and the proposed health precinct;
- Potential actions to increase on-street parking availability and numbers in the proposed health precinct; and
- Revised suggested hours of operation for medical centres in the proposed Clause 22.05 Non-residential Uses in Residential Zones Policy to ensure residential amenity in the health precinct. The revised hours of operation are proposed as follows:
 - 8:00am to 6:00pm Monday to Saturday
 - 9:00am to 3:00pm on Sunday.

12. Reference Documents

Australian Bureau of Statistics (2014), *National Regional Profile data*, various catalogues, accessible at <http://stat.abs.gov.au/itt/r.jsp?databyregion#/>

Department of Health and Human Services (2013), *Local government area profiles*, accessible at <http://www.health.vic.gov.au/modelling/planning/lga.htm>

Council Plan 2013-2017. Swan Hill Rural City Council

Economic Development Strategy 2011-2016. Swan Hill Rural City Council

Lake Boga Economic Development, Tourism and Marketing Strategy 2012-2017. Swan Hill Rural City Council

Loddon Mallee North Regional Growth Plan (2014). State Government Victoria

Public Health and Wellbeing Plan 2013-2017. Swan Hill Rural City Council

REMPAN

Swan Hill Car Parking Strategy (2016). TraffixGroup

Swan Hill Planning Scheme

Swan Hill Planning Scheme Amendment C52

Swan Hill Retail Strategy 2014 An overview. Swan Hill Rural City Council

Swan Hill Riverfront Masterplan (2013). Tract

Victoria in Future Small Areas (VIF2016). Department of Environment, Land, Water and Planning

13. APPENDIX A – Swan Hill Health Precinct Plan



SWAN HILL HEALTH PRECINCT PLAN

- A** **SHDH HOSPITAL SITE**
Continued use and development of the SHDH hospital, aged care and other health facilities, informed by a master plan for the site.
- B** **ANGLICAN CHURCH SITE**
Continued use of the site as community facility. Possible future adaptive-reuse for health uses, noting the Heritage Overlay provisions for the site.
- C** **HEALTH CARE EXPANSION AREA (PRIMARY)**
Expansion of health care uses (including medical centres) by adaptive-reuse and/or redevelopment of existing residential sites. Medium density housing that support the health precinct and contribute to the amenity of the area will also be encouraged. On-site car parking to be provided as per Council policy requirements.
- D** **HEALTH CARE EXPANSION AREA (SECONDARY)**
Expansion of health care uses (including medical centres) by adaptive-reuse and/or redevelopment of existing residential sites, noting the Heritage Overlay provisions for 42 Splatt Street. On-site car parking to be provided as per Council policy requirements.
- E** **MEDIUM DENSITY HOUSING SITE**
Retain the existing multi-unit development that contributes to the overall amenity and activation of the precinct.
- 1** **HIGH STREET PARKING**
Additional on-street parking by replacing parallel parking with angled to service existing and future health and medical uses.
Approx. 16 additional car parks
- 2** **MCCALLUM STREET PARKING (SOUTH)**
Additional on-street parking by replacing parallel parking with angled to service existing and future health and medical uses.
Approx. 3 additional car parks
- 3** **MCCALLUM STREET - HIGH STREET INTERSECTION**
Upgrade to a roundabout with appropriate intersection treatments and changes to on-street parking.
- 4** **GUMMOW STREET (EAST)**
Retain the centre median as interface between residential and health uses. Investigate opportunities to increase on-street parking to service new health care uses.
- 5** **SHDH OFF-STREET PARKING (38-40 HIGH STREET)**
The SHDH off-street parking area can be re-configured to increase the number of off-street car parks in the precinct. The number of crosswalks can also be reduced to increase on-street parking. Possible pocket park with seating centrally locate between car parks to contribute to the overall amenity of the precinct. Approx. 24 additional car parks



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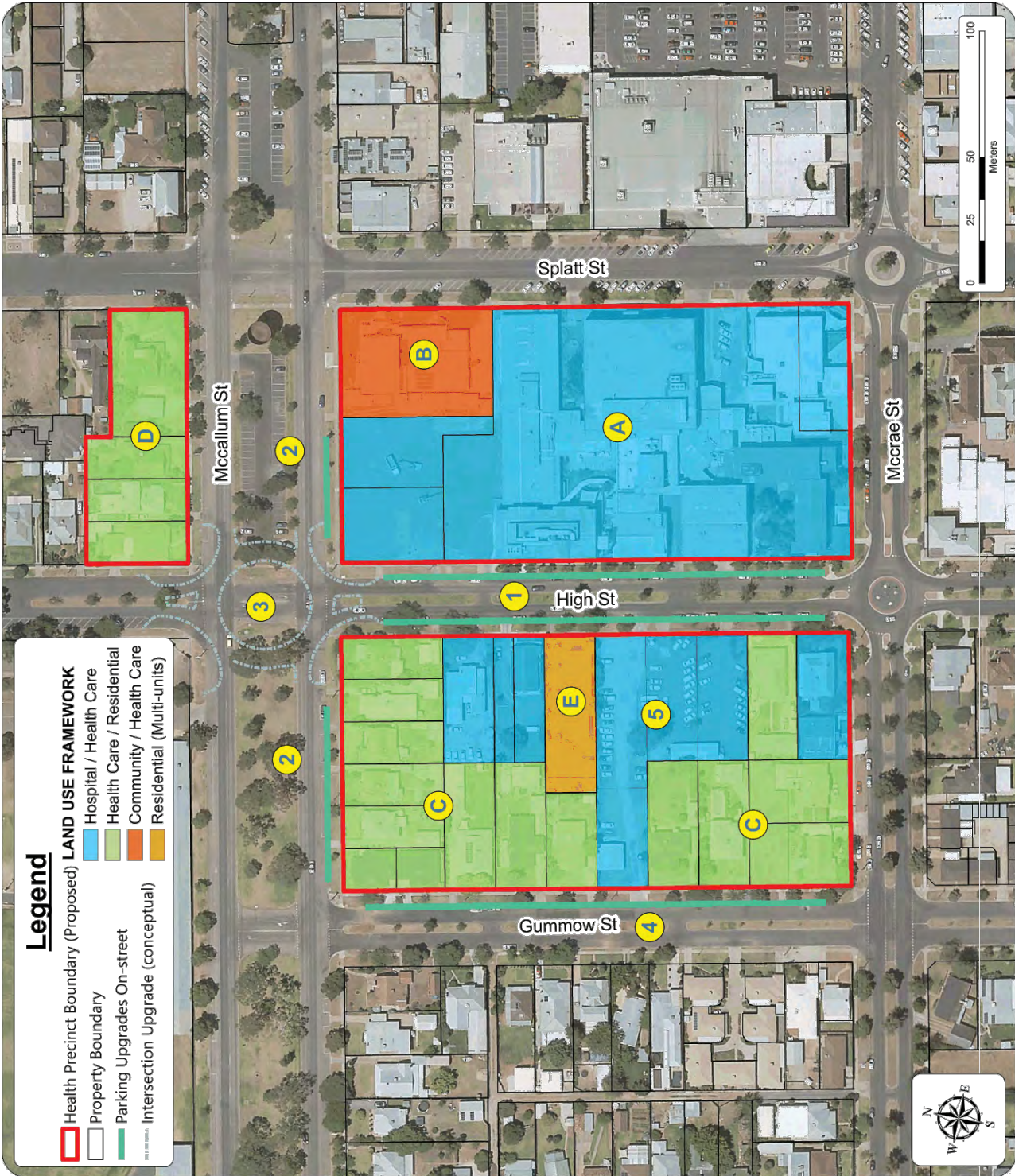




SWAN HILL HEALTH PRECINCT PLAN

- A** **SHDH HOSPITAL SITE**
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- E** **MEDIUM DENSITY HOUSING SITE**
Retain the existing multi-unit development that contributes to the overall amenity and activation of the precinct.
- 1** **HIGH STREET PARKING**
Additional on-street parking by replacing parallel parking with angled to service existing and future health and medical uses.
Approx. 16 additional car parks
- 2** **MCCALLUM STREET PARKING (SOUTH)**
Additional on-street parking by replacing parallel parking with angled parking to service existing and future health and medical uses.
Approx. 5 additional car parks
- 3** **MCCALLUM STREET - HIGH STREET INTERSECTION**
Upgrade to a roundabout with appropriate intersection treatments and changes to on-street parking.
- 4** **GUMMOW STREET (EAST)**
Retain the centre median as interface between residential and health uses. Investigate opportunities to increase on-street parking to service new health care uses.
- 5** **SHDH OFF-STREET PARKING (36-40 HIGH STREET)**
The use of SHDH off-street parking can be re-configured to increase the number of off-street car parks in the precinct. The number of crossovers can also be reduced to increase on-street parking. Possible pocket park with seating centrally locate abetween car parks to contribute to the overall amenity of the precinct. *Approx. 24 additional car parks*

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SECTION F – TO CONSIDER & ORDER ON COUNCILLOR REPORTS

Cr Ann Young

Agri-business meeting
Bigger Better Beverford
Pioneer Settlement farewell function
Launch of Discover More Trail
Food Working Group Forum
Art Gallery meeting

Cr Chris Jeffery

Official Launch of “Discover More Online Interactive Trail”
Swan Hill Residents and Ratepayers Association meeting
Lake Boga Inc Community Plan session
Alan Garden Reserve Committee meeting
Pony Club Discussion of locations meeting
Swan Hill Indoor and Recreation meeting
Swan Hill U Inc AGM
Swan Hill Indoor and Recreation meeting

Cr John Katis

Invitation to speak at St Mary’s Catholic School
Meeting with Child Minding People
Remembrance Day laid a wreath on behalf of Council

Cr Lea Johnson

Pioneer Settlement staff farewell
Theatre Group meeting
Woorinen Progress Association
Submitted newsletter paragraph
Swan Hill Inc meeting

Cr Gary Norton

Rural Councils AGM
Rural Councils Forum
MAV State Conference
MAV State Council
Manangatang Improvement Group
Official Launch of the “Discover More Online Interactive Trail”
MAV Board
Nyah District Action Group
SHRCC Statutory Meeting

Cr Les McPhee

MRGC meeting

MAV Annual conference and dinner

Opening of “Meet Graham Exhibition at the Art Gallery and also Big Fish3 and Artist of Murray Mallee

Saleyards briefing with Barry Bishop

3SH Radio interview

Mayor/CEO meeting

Photo for historical postcards

Children’s Week Young Writers Awards at the Library

Farewell function for staff at the Pioneer Settlement

Saleyards Working Group meeting

Mayor/CEO meeting

Channel 9 interview re:Saleyards

Official launch of “Discover More Online Interactive Trails”

Travel to Wagga Wagga, Barnawatha and Shepparton for tour of saleyards with Saleyards Working Group.

Laid a wreath at Cenotaph Service for Remembrance Day

MMLLEN Board meeting

Statutory Council Meeting

Mayor/CEO meeting

Filming of facebook media for Nyah project

Dinner with Angus Street from AuctionsPlus re: future direction of livestock selling

Lake Boga Community Plan meeting and workshop

78/17 Motion

MOVED Cr Norton

That standing orders be suspended at 5.22pm for a 5 minute break.

SECONDED Cr Jeffery

The Motion was put and CARRIED

79/17 Motion

MOVED Cr Norton

That Standing Orders be resumed at 5.26pm.

SECONDED Cr Jeffery

The Motion was put and CARRIED

SECTION G – IN CAMERA ITEMS

80/17 Motion

MOVED Cr Norton

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

SECONDED Cr Jeffery

The Motion was put and CARRIED

**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**

81/17 Motion

MOVED Cr Norton

That the meeting move out of closed session.

SECONDED Cr Jeffery

The Motion was put and CARRIED

SECTION H – DECISIONS MADE IN CAMERA

82/17 Motion

MOVED Cr Norton

That Council approve the next three in-camera items as a block (B.17.124 Tower Hill Estate Update, B17.125 Transfer of Lease Robinvale Caravan Park and B.17.126 Rent Review and Capital Expenditure Program Robinvale Caravan Park) as per the recommendations.

SECONDED Cr Jeffery

The Motion was put and CARRIED

B.17.124 TOWER HILL ESTATE UPDATE

Motion

That Council:

- 1. Authorise Officers to negotiate with Development Victoria to exit the project on 31 December 2017.**
- 2. Terminate the development deed dated 20th March 2002 by mutual agreement effective 31 December 2017.**

B.17.125 TRANSFER OF LEASE ROBINVALE CARAVAN PARK

Motion

That Council approve the reassignment of the Robinvale Caravan Park lease from K & K. Millard to Estate Equity Pty Ltd, and submit official documents to the Department of Environment, Land, Water and Planning to consider and approve the proposed transfer.

B.17.126 RENT REVIEW AND CAPITAL EXPENDITURE PROGRAM ROBINVALE CARAVAN PARK

Motion

That Council:

- 1. Approves a rent review for the Robinvale Caravan Park effective from the 1 July 2017 for a three year period of \$135,000 pa consisting of:**
 - \$85,000 rental pa paid in 12 equal monthly instalments.**
 - An annual contribution to capital improvements in the Robinvale Caravan Park of \$50,000 in accordance with the capital works program set out in this request.**

- 2. Endorses the Capital Works program for the Robinvale Caravan Park as set out in this report and approves the provision of \$60,000 towards that program over the three year period 2017/18 – 2019/20 and notes that an additional \$40,000 currently held in reserve will be applied to those capital improvements.**

There being no further business the Mayor, Councillor Les McPhee closed the meeting at 5.27pm.