

# AGENDA

## ORDINARY MEETING OF COUNCIL

Tuesday, 17 July 2018

To be held Town Hall Meeting Room 1  
McCallum Street, Swan Hill  
Commencing at 4:00 PM

**COUNCIL:**

Cr LT McPhee – Mayor

Cr JN Katis

Cr GW Norton

Cr C Jeffery

Cr L Johnson

Cr B Moar

Cr A Young

SECTION A – PROCEDURAL MATTERS .....3

SECTION B – REPORTS.....4

B.18.47 APPOINTMENT OF TWO COUNCILLORS TO SIGN ANNUAL  
FINANCIAL STATEMENTS .....4

B.18.48 LONG TERM FINANCIAL PLAN 2018/19 TO 2027/28.....6

B.18.49 PROGRESS REPORT - ABORIGINAL COMMUNITY  
PARTNERSHIP STRATEGY 2017-21 .....36

B.18.50 FRIENDS OF PIONEER SETTLEMENT FINAL PAYMENT  
TOWARDS HEARTBEAT OF THE MURRAY .....41

B.18.51 FEES AND CHARGES – COMMERCIAL HIRE PIONEER  
SETTLEMENT .....43

B.18.52 INSTRUMENT OF APPOINTMENT AND AUTHORISATION.....46

B.18.53 VILLERS-BRETONNEUX 100 YEARS – ANZAC EVE EVENT .....49

B.18.54 SWAN HILL INDOOR SPORT AND RECREATION CENTRE -  
INSTRUMENT OF DELEGATION .....58

B.18.55 2018/19 COMMUNITY DEVELOPMENT FUNDING PROGRAM.....80

SECTION C – DECISIONS WHICH NEED ACTION/RATIFICATION .....95

C.18.11 SIGN & SEAL REPORT .....95

C.18.12 COUNCILLOR ASSEMBLIES - RECORD OF ATTENDANCE  
AND AGENDA ITEMS .....97

SECTION D – NOTICES OF MOTION .....100

SECTION E – URGENT ITEMS NOT INCLUDED IN AGENDA.....100

SECTION F – TO CONSIDER & ORDER ON COUNCILLOR REPORTS .....100

SECTION G – IN CAMERA ITEMS .....100

B.18.56 IN CAMERA CONSIDERATION OF CONFIDENTIAL REPORT .....100

**SECTION A – PROCEDURAL MATTERS**

- **Open**
- **Acknowledgement to Country**
- **Prayer**
- **Apologies**
- **Confirmation of Minutes**
  - 1) Ordinary Meeting held on 26 June 2018
- **Declarations of Conflict of Interest**
- **Receptions and Reading of Petitions, Memorials, Joint Letters and Deputations**
- **Public Question Time**

## **SECTION B – REPORTS**

### **B.18.47 APPOINTMENT OF TWO COUNCILLORS TO SIGN ANNUAL FINANCIAL STATEMENTS**

**Responsible Officer:** Director Corporate Services  
**File Number:** S15-28-09  
**Attachments:** Nil.

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

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

#### **Summary**

The Local Government Act requires that Council appoint two Councillors as authorised signatories for the Annual Financial Statements and Performance Statement.

#### **Discussion**

The Local Government Act requires that Council appoint two Councillors to be the authorised signatories to the final set of Annual Statements. The signing will occur once the Statements have been reviewed by the Victorian Auditor General's office.

The Annual Statements comprise of the General Purpose Financial Statements prepared in accordance with Australian Accounting Standards, and Performance Statement prepared in accordance with the Act.

The Statements will be reviewed by the Audit Committee and the Auditor General's office. The two Councillors can then sign the statements enabling Audit opinions to be issued and the Annual Report to be finalised.

A advertising process will then take place, with the Statements being adopted at a Special Meeting of Council, to be arranged for late October.

#### **Consultation**

Not applicable.

#### **Financial Implications**

Not applicable.

#### **Social Implications**

Not applicable.

### **Economic Implications**

Not applicable.

### **Environmental Implications**

Not applicable.

### **Risk Management Implications**

It is a statutory requirement that two Councillors are nominated to sign the Financial and Performance Statements.

### **Council Plan Strategy Addressed**

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

### **Options**

1. Council may choose to appoint any two Councillors to sign the Statements; however, it is preferable that the appointed Councillors are able to attend Council offices at short notice.
2. Past practice has been that the Mayor is one of the appointed signatories.

### **Recommendation**

**That Council nominate and appoint two Councillors to be the authorised signatories to the final set of 2017/18 Annual Financial Statements incorporating the General Purpose Statement and Performance Statement once those statements have been reviewed by Council's Auditor.**

## **B.18.48 LONG TERM FINANCIAL PLAN 2018/19 TO 2027/28**

**Responsible Officer:** Director Corporate Services  
**File Number:** S15-06-05  
**Attachments:** 1 Long Term Financial Plan 2018/19 to 2027/28

### **Declarations of Interest:**

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

### **Summary**

Officers have developed a Long Term (10 year) Financial Plan for the organisation. The Plan is based on a number of assumptions which are detailed in the Plan. The Plan will be reviewed annually once the Council Budget has been adopted. The Long Term Financial Plan 2018/19 to 2027/28 is presented for adoption.

### **Discussion**

The Local Government Act requires Council to develop a Strategic Resource Plan incorporating financial summaries for the next four years. This information is reviewed and published annually as part of the annual budget.

The Local Government Financial Sustainability Project recommends the four year financial information be extended to ten years so that a longer term view of each Council's financial position can be assessed and any necessary adjustments can be identified and implemented before a significant financial impact occurs. A ten year financial plan is proposed to be compulsory in the Local Government Bill that is currently before State Parliament.

Swan Hill Rural City Council's Long Term Financial Plan 2018/19 to 2027/28 has been prepared and is now presented for adoption.

The Plan is by necessity, based on a number of assumptions. These assumptions are detailed within the Plan. Officers have considered a variety of sources to help to determine the level of each assumption used in the Plan. These sources include the Council Plan, historical trends, Federal and State Government forecasts, economic forecasts from Council's bankers and the media.

The base year for the Plan is the adopted 2018/19 Council Budget. Each year's financial information is projected from the preceding year by applying the specified assumptions and any changes due to a specific event, such as increased revenue due to product improvement and extra marketing of the Pioneer Settlement. The adopted Ten Year Major Projects Plan has been used as the basis for capital and non-recurrent operational expenditure and the associated grant income. Any additional operational efficiencies will be used to offset the reduction, in real terms, in grant income and the operational and maintenance costs of new assets that are to be constructed over the life of the Plan.

Some key aspects of the Plan are:-

- Rate rises consistent with the projected increase in the Consumer Price Index.
- Additional income from ongoing development within the Municipality including Supplementary Rates and land sales.
- Additional income due to the ongoing redevelopment of the Pioneer Settlement.
- Savings from the phased introduction of the Commonwealth Government's Aged Care Reforms.
- Additional costs for infrastructure maintenance and replacement and Council Plan initiatives.
- Ongoing debt reduction.
- Compliance with the Victorian Auditor General's Financial Sustainability Ratios.

Once adopted, the Plan will be used to guide Council's over-arching financial direction. The Plan will be reviewed and adjusted every year following the adoption of the Annual Budget. The review will re-assess all assumptions and highlight any areas of potential concern. This will enable a response to any issues to be planned and implemented in a timely manner.

The Long Term Financial Plan 2018/19 to 2027/28 is presented for adoption.

### **Consultation**

Councils Executive have reviewed the Plan.  
The Plan was discussed at a Councillor Assembly held on 5 June 2018.

### **Financial Implications**

The Plan will guide Council's future financial decisions.

### **Social Implications**

Not applicable.

### **Economic Implications**

Not applicable.

### **Environmental Implications**

Not applicable.

### **Risk Management Implications**

The Plan helps to reduce financial risks by guiding Councils future financial direction and providing an early warning of any potential financial risks.

### **Council Plan Strategy Addressed**

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

### **Options**

Council can choose to adopt or not adopt the Long Term Financial Plan 2018/19 to 2027/28.

### **Recommendation**

**That Council adopt the Long Term Financial Plan 2018/19 to 2027/28 as presented.**





# Long term financial plan

2018/19 - 2027/28



## Index

<b>1. Executive summary</b>	<b>3</b>
1.1 Introduction	3
1.2 Purpose	3
1.3 Strategic Planning Framework	5
1.4 Long Term Financial Plan objectives	6
<b>2. Key assumptions</b>	<b>8</b>
2.1 Income	8
2.2 Expenses	11
<b>3. Financial sustainability</b>	<b>13</b>
3.1 Introduction	13
3.2 Victorian Auditor-General's Office Indicators	13
<b>4. Asset management and capital works</b>	<b>15</b>
<b>5. Rating Strategy</b>	<b>16</b>
<b>6. Long Term Borrowing Strategy</b>	<b>20</b>
6.1 Introduction	20
6.2 Borrowing Strategy	21
6.3 Local Government Funding Vehicle	21
<b>7. Reserves</b>	<b>22</b>
7.1 Introduction	22
7.2 Reserves held by Council	22
<b>8. Conclusion</b>	<b>23</b>
<b>9. Appendix A</b>	<b>24</b>
<b>10. Appendix B</b>	<b>27</b>

**Disclaimer:** The information and assumptions contained within this report have been prepared strictly for the purposes of this report and should not be used for any other purpose. No warranty or assertion is made as to the accuracy, reliability or completeness of this information, nor its usefulness in achieving any purpose. To the extent permitted by law, Swan Hill Rural City Council does not accept any liability to any person for loss, damage, cost or expense arising from the use of this report. No person should act on the basis of this report without considering, and if necessary taking, professional advice upon their own particular circumstances.

# 1. Executive summary

## 1.1 Introduction

Swan Hill Rural City Council covers 6,116 square kilometres and is home to more than 20,360 people. It includes the townships of Swan Hill, Robinvale, Lake Boga, Nyah, Nyah West, Piangil, Woorinen, Ultima, Manangatang, Boundary Bend and Tresco. Featuring a modern and thriving regional centre, the Swan Hill municipality also boasts the characteristics of rural living including a strong community and relaxed lifestyle.

The Swan Hill Rural City economy is driven by agriculture and manufacturing. Almost 16 per cent of the total economic output from the region comes from agricultural production with traditional livestock and broad acre farming accounting for almost four per cent. Irrigated farming (including stone fruit, grapes, nuts, olives and vegetable production) accounts for over 11 per cent of the total economic output for the municipality and more than 18 per cent of all jobs in the city are directly related to agriculture. Additionally food manufacturing (processing) accounts for almost 10 per cent of the municipality's economic output. Expansion of horticultural and food processing industries is expected to continue over the life of this plan.

Located along the Murray River, tourism plays an important role in our region's economy. Our climate and natural beauty attracts around 656,000 visitors each year.

## 1.2 Purpose

The purpose of the Long Term Financial Plan (LTFP) is to set out Council's objectives and recommendations for ensuring that Council's finances remain sustainable in the long term.

Ultimately, Council's finances are sustainable in the long term only if they are strong enough to allow Council to manage likely developments and unexpected financial shocks without having to introduce substantial or disruptive revenue (or expenditure) adjustments.

The plan expresses in financial terms the activities that Council proposes to undertake over the short, medium and long term and will guide the future strategies and actions of Council to ensure that it continues to operate in a sustainable manner.

For a situation to be sustainable, both present and future needs must be satisfied. Extending this definition to financial sustainability requires Council to manage its resources so that our financial commitments can easily be met both now and in the future. It ensures equality between generations of ratepayers in that each generation is responsible for the costs of the resources that they consume.

### Key financial issues and challenges

The key issues and challenges for Swan Hill Rural City Council include:

- Providing sufficient funding to renew existing assets to ensure they continue to meet community needs
- Managing rate capping imposed on Local Government
- Delivering new and upgraded community infrastructure (roads, buildings, drains, footpaths etc) to address the demands of a growing and changing community
- Continuing to provide an appropriate range and level of services to the community
- Maintaining Council rates and charges to an acceptable level
- Sourcing Swan Hill Riverfront Masterplan funding opportunities and managing negotiations
- Managing ongoing cost shifting from other levels of government, dealing with changes to legislative requirements and the expanding expectations of Local Government
- Managing aged care service reforms
- Managing the extreme nature and uncertainty of future Defined Benefits Superannuation shortfall calls
- Developing the Pioneer Settlement to provide additional revenue raising opportunities

- Managing ongoing revenue from the development and sale of land at Tower Hill Estate
- Managing the introduction of solar farms to the municipality and their effect on the rating income of Council.

## Strategies to address these challenges

The key strategies embedded in the LTFP are to:

- Identify alternative revenue streams to take pressure off rate increases (Refer 2.1.3)
- Aggressively pursue government grants to fund new infrastructure and services (Refer 2.1.7 & 2.1.8)
- Ensure that service users are making reasonable contributions to the cost of those services through appropriate fees and charges (Refer 2.1.3)
- Seek greater financial and community returns from Council's property portfolio including the rationalisation of property holdings (Refer 2.1.9)
- Review the operating budget to ensure Council is delivering the right services in the most cost effective way, including sharing facilities or services with other organisations (Refer 2.2.2)
- Identify sustainable efficiency gains in the operating budget (Refer 2.2.1 & 2.2.2)
- Ensure that any new programs or projects generate specific community value and are funded in a sustainable way
- Reduce the level of debt held by Council and ensure that any new debt is based on a sound business case and demonstrated community benefit (Refer 2.2.4)
- Increase funding for capital renewal and new/upgrade works (Refer 2.2.2)
- Continue to capture additional Rates due to new development and expansion within the municipality (Refer 2.1.1)

These strategies are interrelated and the implications of particular directions in each area must be considered holistically. Maintaining financial sustainability is a balancing act – managing expectations against available resources and making informed decisions about priorities.

## Summary of key outcomes

The LTFP is a 10 year plan that feeds directly into the Annual Budget and the Strategic Resource Plan (four year view). The updated Strategic Resource Plan for 2018/19 seeks to deliver the following key outcomes:

- Maintain Council's liquidity ratio at a level greater than 150 per cent
- A \$5.34 million reduction in net debt from \$7.84 million at the end of 2017/18 to \$2.5 million in 2027/28 – a 68 per cent reduction
- The ongoing renewal of infrastructure assets with more than \$7.2 million forecast in each financial year
- A prudent cash balance with an increase in cash reserves to \$17.3 million in 2027/28.

The successful implementation of the Plan will ensure that Swan Hill Rural City Council meets or exceeds the targets set by the Victorian Auditor-General for all the financial sustainability indicators it uses to assess Councils in Victoria. Refer section 3.2.

### 1.3 Strategic Planning Framework

The Strategic Resource Plan, included in the Council Plan and updated annually in conjunction with the preparation of the budget, summarises the financial and non-financial impacts of objectives and strategies and determines their sustainability.

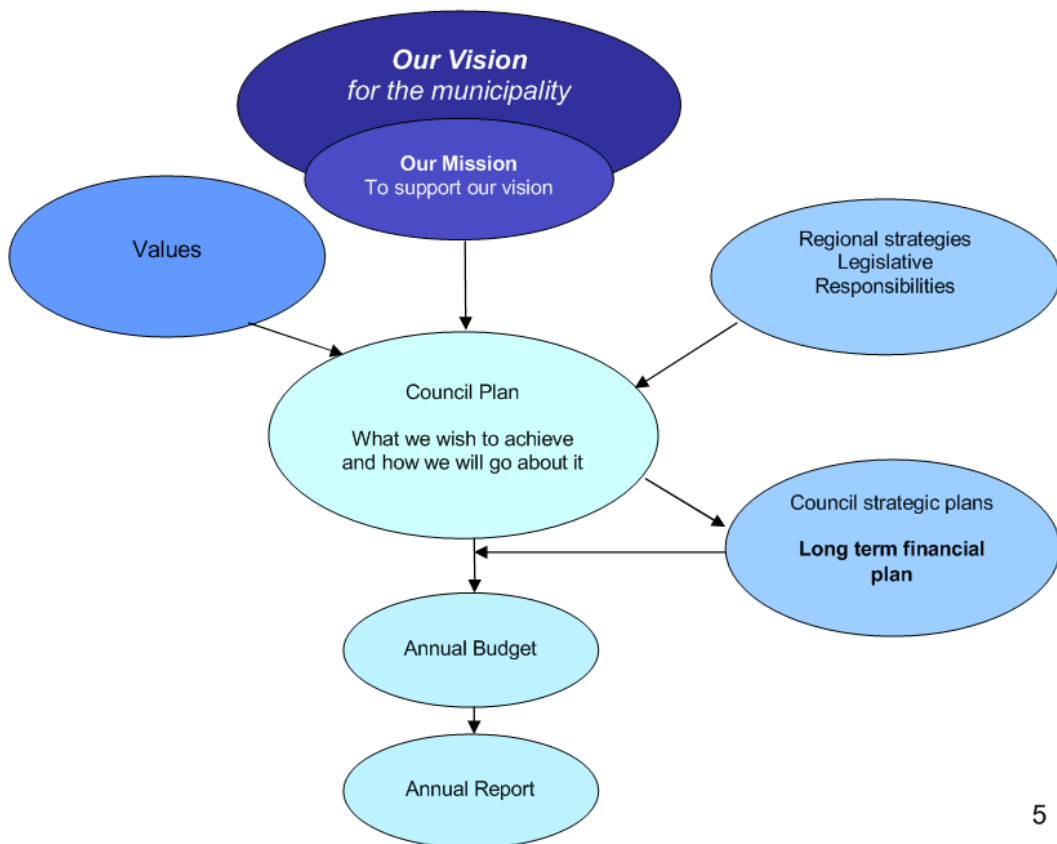
The purpose of the SRP is to:

- Establish a financial framework over the next four years to ensure Council's strategic objectives, as expressed in its Council Plan, are achieved;
- Provide an assessment of the resources (financial and non-financial) required to accomplish the objectives and strategies included in the Council Plan (non-financial resources are assumed to include human resources and Council's asset base, which are all referred to in various parts of the SRP);
- Establish a basis to measure Council's adherence to its policies and strategies; and
- Assist Council to comply with sound financial management principles, in accordance with the Local Government Act (1989) and to plan for the long-term financial sustainability of the municipality.

While compliance with the legislation can be achieved with the development of long-term (four year) financial statements, the 10 year approach adopted by Council is more comprehensive.

A 10 year time frame more fully supports strategic asset management as many of Council's assets have long lives.

### Council's Strategic Planning Framework



## 1.4 Long Term Financial Plan objectives

The objective of a long term financial plan is to assist Council to set its future financial direction. Longer term planning is essential to assess revenue raising needs and capacity, to vary service levels and undertake major capital works, while ensuring that Council remains financially sustainable in the long term.

Section 136 of the Local Government Act 1989 sets out the following principles of sound financial management:

1. A Council must implement the principles of sound financial management
2. The principles of sound financial management are that a Council must:-
  - a. Manage financial risks faced by the Council prudently, having regard to economic circumstances;
  - b. Pursue spending and rating policies that are consistent with a reasonable degree of stability in the level of the rates burden;
  - c. Ensure that decisions are made and actions are taken having regard to their financial effects on future generations;
  - d. Ensure full, accurate and timely disclosure of financial information relating to the Council.

Implicit in these principles is the requirement to develop a long term plan to guide financial decision making to ensure the financial sustainability of a Council. The key documents that Council uses to set its financial direction are:

- The Annual Budget – one year view
- The Strategic Resource Plan – four year view
- The Long Term Financial Plan – 10 year view

One of the challenges for Council is the relatively short term nature of the political cycle in which pressure is often applied to deliver things now or to reduce rates, or both.

If Council is to truly implement sound financial management, these short term pressures should be considered in a longer term planning context and the impact of decisions made now modelled over the 10 year period so that consequences are clear for all stakeholders.

Council's Long Term Financial Plan is based on a series of assumptions made by Council staff and takes into consideration the effects of new and emerging issues.

The outcomes of this review are presented in the following sections of this document.



## 2. Key assumptions

In developing the revised Long Term Financial Plan a range of issues and challenges have been identified that will have an impact on Council's financial position in the years ahead.

Rate capping was introduced for the 2016/17 financial year. Any increase in Council rates will be capped at a value to be determined by the Minister for Local Government. At this stage the capping of rates will be linked to the Consumer Price Index (CPI). The annual CPI increase used throughout this document is detailed in the table below:

	Budget	Forecast								
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
CPI	2.25%	2.25%	2.25%	2.25%	2.40%	2.50%	2.50%	2.50%	2.50%	2.50%

Assumptions made for each line item of Council's financial statements are detailed as follows:

### 2.1 Income

#### 2.1.1 Rates and charges

Rates income is the amount that Council will receive as a result of raising rates and related charges on properties each financial year. Other charges included here are charges levied for the kerbside collection of garbage, recycling and green waste along with the special marketing levy.

Assumptions: Percentage increase (%) consistent with CPI.  
Additional rates from expected new development each year.

	Budget	Forecast								
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Rates	2.05%	2.25%	2.25%	2.25%	2.40%	2.50%	2.50%	2.50%	2.50%	2.50%
Waste	2.25%	2.00%	2.25%	2.25%	2.40%	2.50%	2.50%	2.50%	2.50%	2.50%
Supplementary Rates (\$'000 p.a.)	331	163	167	187	170	199	203	209	214	241

#### 2.1.2 Statutory fees and fines

Statutory fees and fines comprise income generated for Council as a result of Federal or State legislation or Council by-laws, including planning fees, animal registration, parking fees and fines.

Assumptions: Percentage increase (%) consistent with CPI.

	Budget	Forecast								
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Statutory fees and fines	2.25%	2.25%	2.25%	2.25%	2.40%	2.50%	2.50%	2.50%	2.50%	2.50%



### 2.1.3 User fees

User fees comprise amounts charged to recipients for Council goods and services to fully or partially cover the cost of delivering those services. In a limited number of cases, Council recovers a gross profit margin as part of the user charge.

Assumptions: Increased patronage at the Heartbeat of the Murray.  
Increased admissions at the Pioneer Settlement due to day-product improvements and additional marketing.  
All other fees and charges to increase 1% higher than CPI.

	Budget		Forecast							
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
<b>User fees and charges</b>	4.00%	3.25%	3.25%	3.25%	3.40%	3.50%	3.50%	3.50%	3.50%	3.50%
<b>Pioneer Settlement Heartbeat of the Murray (\$'000 p.a.)</b>	40	50	20	-	-	-	-	-	-	-
<b>Pioneer Settlement – General Admissions (\$'000 p.a.)</b>	-	30	20	-	-	-	-	-	-	-

### 2.1.4 Contributions – cash

Cash contributions are funds received from user groups towards capital works.

Assumptions: Cash contributions included in the 10 year major projects plan.  
Friends of the Pioneer Settlement contributions.

	Budget		Forecast							
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Major projects and capital works (\$'000 p.a.)</b>	215	139	66	144	70	153	74	162	327	776
<b>Friends of the Pioneer Settlement (\$'000 p.a.)</b>	16	20	20	20	20	20	20	20	20	20

### 2.1.5 Grants – operating (recurrent)

These are Federal and State government grants received for operational projects. To be considered recurrent, the grant funding agreement must be for a term greater than two years. Included within this category is the Victoria Grants Commission funding, funding for Aged Care and Children's Services and further funding for a wide range of services provided by Council.

Assumptions: Grants Commission funding has been forecast to increase by CPI.  
All other operational grants are forecast to increase by CPI.

	Budget		Forecast							
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Grants Commission</b>	2.25%	2.25%	2.25%	2.25%	2.40%	2.50%	2.50%	2.50%	2.50%	2.50%
<b>Operational Grants</b>	2.25%	2.25%	2.25%	2.25%	2.40%	2.50%	2.50%	2.50%	2.50%	2.50%

### 2.1.6 Grants – operating (non-recurrent)

Non-recurrent operating grants are those where funding is expected as a once off payment or payments to be received within a period less than two years and for operational purposes.

Assumptions: Only non-recurrent operating grants included in the 10 year major projects plan are included in the LTFP.

### 2.1.7 Grants – capital (recurrent)

Recurrent capital grants are grants acquired for a capital purpose to be received for a period of greater than two years. Included in this item are the grants for the Roads to Recovery program.

Assumptions: It is assumed that the Roads to Recovery program will continue for the life of the LTFP. Total value of funding received is spent on capital works projects.

	Budget	Forecast								
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Roads to Recovery (\$'000 p.a.)	1,175	1,025	1,040	1,055	1,070	1,085	1,100	1,115	1,148	1,171

### 2.1.8 Grants – capital (non-recurrent)

Non-recurrent capital grants are those where funding is acquired for a capital purpose to be received as a once off payment and for a period of less than two years.

Assumptions: Only capital grants included in the 10 year Major Projects Plan are included in the LTFP.

### 2.1.9 Net gain / (loss) on disposal of property, infrastructure, plant and equipment

The net gain or loss on disposal of property, infrastructure, plant and equipment relates to the sale of Council assets and is usually associated with land and buildings or plant and equipment replacement.

	Budget	Forecast								
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Plant and Equipment (\$'000 p.a.)	97	310	369	294	313	376	437	395	415	299
Land and Buildings (\$'000 p.a.)	198	101	109	14	-	-	-	-	-	-

### 2.1.10 Other income

Other income represents income that can't be classed into the above categories, and includes items such as reimbursements, interest on outstanding rates and bank investments, and Council's sale proceeds from the Tower Hill residential development.

Assumptions: Interest income is linked relative to the value of cash holdings. Other non-specific Council income has assumed an annual percentage increase linked to the increase in average material costs. This includes all reimbursements and Tower Hill sales.

	Budget	Forecast								
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Interest (\$'000 p.a.)	678	697	702	603	659	692	664	654	639	606
Other income	2.50%	2.50%	2.50%	2.50%	2.65%	2.75%	2.75%	2.75%	2.75%	2.75%

## 2.2 Expenses

### 2.2.1 Employee costs

Employee costs include salary, wages and other costs of employing staff (e.g. WorkCover, superannuation, leave entitlements, industry allowances) and involves direct employees and staff employed through agencies.

Assumptions: Annual Enterprise Bargaining Agreement increase and performance based band and level increase for non-managerial staff.  
Other oncost movements i.e. superannuation, leave loading, allowances, staff training.

	Budget	Forecast								
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Employee costs – including oncosts	3.00%	3.00%	3.00%	3.25%	3.25%	3.25%	3.25%	3.25%	3.25%	3.25%
Commonwealth Aged Care Reform (\$'000 p.a.)	(65)	(90)	-	-	-	-	-	-	-	-

### 2.2.2 Materials and services

Payments for materials and services comprises goods and services purchased for the general operations and activities of Council and the cost of non-recurrent operational items funded through Council's major projects budget process.

Assumptions: Annual increase on all contract payments, materials and services.  
Operational resources as identified in the Council Plan.  
Additional resources allocated towards infrastructure maintenance and renewal.

	Budget	Forecast								
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Contracts and materials	2.50%	2.25%	2.50%	2.50%	2.65%	2.75%	2.75%	2.75%	2.75%	2.75%
Utilities	15.00%	2.25%	2.25%	10.00%	2.40%	2.50%	10.00%	2.50%	2.50%	10.00%
Council plan operational resources (\$'000 p.a.)	-	40	40	40	40	40	40	40	40	40
Infrastructure maintenance and renewal (\$'000 p.a.)	-	30	30	20	30	30	30	30	30	30

### 2.2.3 Depreciation and amortisation

Depreciation represents an allocation of the current replacement cost of Council assets over their remaining economic life.

Assumption: Asset and infrastructure modelling has been used to determine depreciation expenditure for the LTFP. The modelling is based on current asset valuations and takes into consideration the forecast capital works and asset disposals.

#### 2.2.4 Finance costs

Finance costs include the interest paid by Council on loans.

The budget reflects the movement in the total outstanding loan balance in accordance with Council's borrowings strategy.

#### 2.2.5 Other expenses

This expense category comprises agency payments and community grants, Councillor allowance expenses, audit fees, legal costs, software licences, bank charges etc.

Assumptions: Other expenses are expected to increase annually by the following percentages.

	Budget	Forecast								
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Other expenses	2.50%	2.50%	2.50%	2.50%	2.65%	2.75%	2.75%	2.75%	2.75%	2.75%

The income statement, balance sheet and cash flow statements are shown in Appendix A.

## 3. Financial sustainability

### 3.1 Introduction

Some councils with sustainability issues may develop infrastructure backlogs due to service expansions, moderate operating cost growth, minimal revenue growth giving rise to persistent underlying operating deficits, and constraints on renewal expenditure.

The Victoria Auditor-General's Office (VAGO) believes that to be financially sustainable, councils need to be able to meet current and future expenditure as it falls due, and to absorb foreseeable changes and financial risks without significantly changing their revenue and expenditure policies.

The use of financial indicators that assess the comparative financial position of each council in Victoria provides a valuable source of information in establishing financial sustainability.

To be effective, it is essential those indicators:

- Measure factors which define financial sustainability;
- Be relatively few in number; and
- Be based on information that is readily available and reliable.

It is important to put indicator results in context and to understand that they only give an indication of where to start looking for the reasons behind differences. Although the indicators provide a robust ready assessment of financial performance and sustainability, they should be interpreted in the context of a council's operating environment.

It is particularly important to consider trend data, both historic and that projected from a council's long term financial plan, in decision-making and in reviewing financial performance.

This section includes:

- Analysis of Council's financial sustainability from the perspective of VAGO; and
- Analysis of Council's long term financial plan Key Performance Indicators (KPIs).

### 3.2 Victorian Auditor-General's Office Indicators

Insight into the financial sustainability of councils is obtained from analysis of financial sustainability indicators over the 10 year period. The five indicators applied to councils are underlying result, liquidity, indebtedness, self financing and investment gap.

Financial sustainability should be viewed from both short and long term perspectives. The shorter term indicators involve the council's ability to maintain a positive operating cash flow and adequate cash holdings, and to generate an operating surplus over time. These are the underlying results and liquidity indicators.

The longer-term indicators signify whether there is adequate funding available to cover long term debt and for spending on asset replacement to enable the council to maintain the quality of service delivery, meet community expectations and the demand for services. The long term indicators are indebtedness, self financing and investment gap.

### Measures of sustainability

The Victorian Auditor General's Office uses the following measures of financial sustainability.

Indicator	VAGO Target	Calculation	Explanation
Net result	Greater than 0%	Net result / Total revenue	A positive result indicates a surplus, and the larger the percentage, the stronger the result. A negative result indicates a deficit. Operating deficits cannot be sustained in the long term.
Liquidity	Greater than 1.5	Current Assets / Current Liabilities	Measure of ability to pay existing liabilities within 12 months. A ratio of one or more means there are more cash and liquid assets than short-term liabilities.
Internal financing	Greater than 100%	Net Operating cash flow / Capital expenditure	This indicator examines the capacity of Council to fund capital expenditure using cash generated from operations and government funding each year.
Indebtedness	Less than 40%	Non-current liabilities / Own sourced revenue	Compares non-current liabilities (including loans) to own source revenue. Own-sourced revenue is used because it does not include capital grants.
Capital replacement ratio	Greater than 1.5	Capital spend / Depreciation	Comparison of the rate of spending on infrastructure with its depreciation. Ratios higher than 1:1 indicate that spending is faster than the depreciation rate. This is a long-term indicator, as capital expenditure can be deferred in the short term if there are insufficient funds available from operations, and borrowing is not an option.
Renewal gap ratio	Greater than 1.0	Capital expenditure on renewal and upgrade / Depreciation	Comparison of the rate of spending on existing assets through renewing, restoring, and replacing existing assets with depreciation. Ratios higher than 1:1 indicate that spending on existing assets is faster than the depreciation rate.

Swan Hill Rural City Council forecast results of the above indicators are displayed below:

Indicator	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Net result	10.6%	8.9%	13.8%	9.2%	9.1%	8.4%	7.2%	6.6%	6.8%	7.6%
Liquidity	2.38	2.70	1.76	2.55	2.73	2.87	2.66	2.83	2.50	2.72
Internal financing	83.6%	99.8%	100.2%	111.0%	110.8%	108.3%	97.5%	104.4%	101.4%	110.3%
Indebtedness	24.6%	24.3%	12.6%	14.8%	14.4%	13.9%	12.4%	12.1%	9.0%	7.8%
Capital replacement ratio	1.95	1.48	1.92	1.48	1.45	1.44	1.52	1.38	1.43	1.38
Renewal gap ratio	1.09	1.02	1.35	0.89	0.85	0.98	0.98	0.95	1.02	0.86

Risk indicator ranges for the above calculations are defined as follows:

Indicator	Red	Yellow	Green
Underlying result ratio	<-10%	-10% - 0%	>0%
Liquidity	<=1.0	1.0 - 1.5	>1.5
Indebtedness	>60%	40-60%	>40%
Self-financing	>10%	10%-20%	>20%
Investment gap	<=1.0	1.0-1.5	>1.5

## 4. Asset management and capital works

Council provides, maintains and is responsible for the replacement of \$467 million of assets. The majority of these assets comprise infrastructure like roads, drains, community buildings and recreation centres vital to the social wellbeing and economic development of the municipality and its people.

Council's infrastructure strategy includes the ongoing development and review of management plans for each infrastructure category. These plans include agreed service levels, replacement schedules, upgrade requirements, appropriate rationalisation, and a process for the development of new infrastructure that balances community needs and financial capability. Council is progressively developing the various components of its Infrastructure Strategy to set out the capital expenditure requirements of the Council for the next 10 years and beyond, by asset class. Each asset management plan predicts infrastructure consumption, renewal needs, and considers infrastructure needs to meet future community service expectations.

As the infrastructure ages, there will be an increasing need for greater funding to replace and maintain assets. This will need to be considered in the context of infrastructure growth generated by ongoing development within the municipality.

Over the period of this LTFP, Council is committed to maintaining its existing infrastructure and allocating sufficient resources to ensure that existing infrastructure is maintained to an appropriate standard. Council intends to allocate additional funds annually towards this. In addition, Council will continually review infrastructure assets to ensure the assets are still required to meet community needs, and if this is not the case, rationalise the infrastructure in an appropriate way. Incorporating multi-use or shared-use facilities will also be an ongoing focus over the years of this plan.

On top of additional infrastructure maintenance funds, Council is and will continue to direct more capital funding towards existing infrastructure (replacement and upgrade). Where possible, cash funded reserves will also be established to help future infrastructure replacement demands.

Council funds allocated to asset renewal and upgrade over the life of the plan is as follows:

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Renewal expenditure (\$000's p.a.)	8,661	7,433	7,227	8,965	8,653	10,378	10,947	11,039	10,087	9,661
Upgrade expenditure (\$000's p.a.)	1,146	1,906	5,792	32	163	33	34	34	1,965	376

Council's asset management plans and strategies form the basis of Council's 10 year major projects plan that is then incorporated into Council's long term financial plan. The 10 year major projects plan is reviewed annually to ensure it represents the current capital expenditure priorities of the Council. Appendix C contains the forecast capital works for the 10 years of the LTFP listed by asset category.

### Strategic direction

#### Short term

Council is committed to maintaining its existing infrastructure and allocating sufficient resources to ensure it is maintained to an appropriate standard. Council intends to allocate additional funds to this annually. In addition, Council will continually review infrastructure assets to ensure the assets are still required to meet community needs, and if this is not the case, rationalise the infrastructure in an appropriate way.

#### Medium / long term

Asset management plans and strategies are being further developed to ensure there is accurate information surrounding the renewal requirements of assets and that there is an increase in renewal expenditure to ensure Council meets its infrastructure renewal requirements. It is then necessary to ensure that the renewal requirements can then be funded via Council's budgeting processes.

## 5. Rating Strategy

This section of the report considers the Council's rating strategy including strategy development, assumptions underlying the current year rate increase and rating structure.

### Strategy development

In developing the Long Term Financial Plan, rates and charges were identified as a significant source of revenue, accounting for 52.8 per cent of total income in 2018/19 and increasing to 58.0 per cent at the plan end date in 2027/28. Like many other rural municipalities, Swan Hill Rural City Council relies heavily on rate income and therefore planning for future rate increases has been as important component of the Long Term Financial Plan process.

Council's Rating Strategy sets out the parameters on which Council will base its general rate and identifies a number of differential rates that will be applied for specific groups of properties.

The Rating Strategy was developed following an extensive public consultation phase that lead to some changes to the proposed increase in the commercial differential rate, which after consultation was left unchanged at 25 per cent.

The key elements of the current Rating Strategy are:

- Increases in Capital Improved Value (CIV) due to new developments will be used to generate extra rate revenue, not to reduce the general rate.
- Not-for-profit recreational properties will be rated at the normal applicable rate but will receive a Council contribution/grant equivalent to 50 per cent of the rates applied.
- Commercial properties in Swan Hill and Robinvale will be rated on a differential rate set 30 per cent higher than the general rate.
- Properties within the drainage districts in the townships of Swan Hill and Robinvale will be rated on a differential rate four per cent higher than the rates that would otherwise apply. The additional rate recognises the easier access to services and the additional services, such as drainage, that residents in Swan Hill and Robinvale enjoy.
- Vacant land in the townships of Swan Hill and Robinvale that has remained vacant, i.e. without a dwelling for more than five years since it was last zoned as residential or three years after it was last sold as a subdivided residential allotment, will be rated on a differential rate 200 per cent higher than the rate that would otherwise apply to the property.
- Broadacre cereal/sheep properties receive a 10 per cent discounted differential rate.

Council considers that each differential rate will contribute to the equitable and efficient carrying out of Council functions. Details of the objectives of each differential rate, the types of classes of land that are subject to each differential rate, and the uses of each differential rate are set out on the following pages.



## General Rate

The General Rate applies to all properties not covered by a specific differential rate. It represents the basic rate applicable within the municipality.

## Urban Rate

- a. **Objective** – The differential is to help reflect the easier access to and additional services, such as drainage and kerb and channel, for properties in Swan Hill and Robinvale
- b. **Types and classes of land** – Residential, recreational and industrial land serviced with Council provided drainage infrastructure
- c. **Geographic location** – Swan Hill and Robinvale townships
- d. **Use of land** – Residential, recreational or industrial
- e. **Planning scheme zone** – Residential, Recreational or Industrial zoned land
- f. **Types of buildings** – Any including vacant land unless specifically covered by the vacant land rate
- g. **Rate** – The rate is set at four per cent higher than the general rate

## Vacant Residential Land Rate

- a. **Objective** – To discourage land banking and speculation, encourage the construction of residences and help offset the additional infrastructure costs incurred to service residential land
- b. **Types and classes of land** – Vacant residential land within the townships of Swan Hill and Robinvale that does not have a permanent dwelling established on it five years after it was last zoned Residential or three years after it was last sold as a subdivided residential allotment
- c. **Geographic location** – Swan Hill and Robinvale townships
- d. **Use of land** – Residential
- e. **Planning scheme zone** – All residential zones
- f. **Types of buildings** – Vacant land and land without a permanent dwelling
- g. **Rate** – The rate is set at 208 per cent of the general rate (200 per cent of the Urban Rate), where applicable

## Commercial Rate

- a. **Objective** – The differential is set to help reflect the higher level of services and infrastructure to commercial properties in the serviced areas of Swan Hill and Robinvale townships and to help reflect the lower level in movement in commercial property values compared to other properties over the last 20 years
- b. **Types and classes of land** – Land used for Commercial purposes within the Swan Hill and Robinvale townships serviced by Council provided drainage infrastructure
- c. **Geographic location** – Swan Hill and Robinvale townships
- d. **Use of Land** – Commercial
- e. **Planning scheme zoning** – Business, industrial or residential 1 zones
- f. **Types of buildings** – Any building used for a commercial purpose and vacant business land
- g. **Rate** – The rate is set 30 per cent higher than the General Rate (25 per cent higher than the Urban Rate), where applicable

## Dry Land Farming Rate

- a. **Objective** – The differential rate is to help reflect the increased difficulty in accessing the full range of Council services that dry land farming properties face, the disproportionate increase in property values over the last four years and the increased risk of seasonal income variations than faced by other farming properties
- b. **Types and classes of land** – Farmland without access to irrigation infrastructure primarily used for broadacre cropping and sheep production within Australia Valuation Property Classification Codes (AVPC) of 510, 520, 523, 524 or 530
- c. **Geographic location** – Anywhere in the municipality
- d. **Use of land** – Broadacre cropping and sheep production with AVPC Codes of 510, 520, 523, 524 or 530
- e. **Planning scheme zoning** – Farm land
- f. **Types of buildings** – Any or none
- g. **Rate** – The rate is set 10 per cent below the General Rate

## Special Marketing Levy

- a. **Objective** – The purpose of the special rate is to defray the expenses in relation to the performance of functions within the Swan Hill region, which Council considers necessary and appropriate for the encouragement of business development and commerce through promotion and development of the region as a place to live, work, invest, shop and visit
- b. **Types and classes of land** – Land used for commercial, industrial and tourism and hospitality purposes within the Swan Hill
- c. **Geographic location** – Swan Hill township
- d. **Use of land** – All rateable properties used for commercial, industrial and tourism and hospitality purposes
- e. **Types of buildings** – Any building used for a commercial, industrial, tourism or hospitality purpose

## Waste Management

- a. **Objective** – To provide a cost effective, innovative and environmentally responsible waste management service to the municipality. Collection services are provided for garbage, recyclable and green waste
- b. **Types and classes of land** – Residential land within the garbage collection zone that has a permanent dwelling established on it
- c. **Geographic location** – Townships within the Swan Hill Rural City Council municipality.
- d. **Use of land** – Residential and Rural with a private dwelling
- e. **Planning scheme zone** – Residential and Rural zoned land
- f. **Types of buildings** – Residential
- g. **Rate** – Charges for the waste collection service within the municipality for 2018/19 are:
 

Garbage	120 litre mobile wheelie bin with 240 litre recycling bin \$300
	240 litre mobile wheelie bin with 240 litre recycling bin \$455
Green Waste	240 litre mobile wheelie bin \$100

## Solar Farms

- a. **Objective** – To comply with the rating provisions of the Electricity Industry Act 2000.
- b. **Types and classes of land** – Land used to generate electricity for commercial sale through the installation of solar panels or other technologies.
- c. **Geographic location** – Whole municipality
- d. **Use of land** – Farm, industrial or commercial land with commercial grade electricity generation facilities
- e. **Planning scheme zone** – Farm land, industrial or commercial
- f. **Types of buildings** – Solar panels or other technology used to generate electricity
- g. **Rate** – the generation company or associated entity of the generation company shall pay to the relevant council in respect of each financial year:
  - (1) for each power station of the generation company located on the land used for generation functions and within the municipal district of the relevant council, \$40,000, as escalated (by CPI from the base year June 2005); and
  - (2) for each MW of the nameplate rating for each generating unit comprising the power station, \$900, as escalated (by CPI from the base year June 2005).

### Strategic direction

#### Short term

That Council property rates be increased by 2.05% for the 2018/19 year.

#### Medium / long term

Council aims to increase rates each year by no more than CPI plus annualised supplementary valuations from new development.

## 6. Long Term Borrowing Strategy

### 6.1 Introduction

Well managed councils operating in a financially sustainable way are likely to need access to debt at times. An operating surplus does not mean that the amount or timing of cash receipts will be sufficient to meet all outlays when they need to be made. This is particularly relevant to larger projects.

In the development of the LTFP, borrowings were identified as an important funding source for the capital works program. Council has established a goal to advance several key projects to underpin the growth targets in the Council Plan. Council intends to borrow money to help fund key projects. The projects are expected to attract significant external funding thereby providing extra value to ratepayers over and above the cost of the borrowing. The extremely low interest rates make this an attractive way of funding major projects.

It is Council's intention to not exceed \$9 million in outstanding debt, which is well below the level that can be comfortably accommodated. Council has set a goal of reducing debt to under \$3 million by the end of 2027/28.

The following table shows the effect of the planned Council borrowings for the next 10 years on total borrowings outstanding at year end, the annual principal and interest costs and the ratio of principal and interest repayments as a percentage (%) of rates.

Financial year	Loans outstanding – end of financial year \$'000	Net loans outstanding* \$'000	New borrowings \$'000	Annual principal, interest and reserve funding \$'000	% Rates and charges (adjusted for loan repayment reserve)
2017/18	7,836	6,304	1,300	1,901	7.12%
2018/19	7,879	5,590	500	1,576	5.71%
2019/20	8,053	5,164	500	1,286	4.43%
2020/21	8,204	4,740	500	1,283	4.30%
2021/22	4,300	4,056	1,000	1,934	6.30%
2022/23	4,300	3,556	-	679	2.15%
2023/24	4,300	3,156	-	579	1.78%
2024/25	4,300	2,756	-	579	1.72%
2025/26	3,800	2,356	-	579	1.67%
2026/27	3,800	1,956	-	559	1.56%
2027/28	2,500	1,556	-	548	1.49%

\*Net loans outstanding = loans outstanding less cash reserves held specifically for repayment of loans

## 6.2 Borrowing Strategy

Swan Hill Rural City Council's financial ratios are well within the Victorian Government's Prudential Guidelines. All borrowings by individual councils are assessed under a borrowings assessment policy adopted by the Local Government Division.

Council's debt levels are low enough to provide opportunity to use debt as a means of financing new capital including where the life of the asset exceeds a generation.

In establishing an appropriate level of debt, Council has regard for the following:

- Level of debt servicing as a proportion of rate revenue;
- Ability to raise revenue in addition to rates;
- Level of realisable assets to support the indebtedness;
- Community needs;
- Growth within the municipality.

## 6.3 Local Government Funding Vehicle

Historically Council has borrowed funds from banking institutions. In 2014/15 the Municipal Association of Victoria created the Local Government Funding Vehicle (LGFV). This source of borrowings was created via the pooling of Victorian council's borrowing requirements and then the issue of a bond into the wholesale bond market to source the required funds. This aggregation of council borrowings results in significant savings compared to the individual borrowing of funds from banks.

Council has borrowed via the Local Government Funding Vehicle in 2014/15 (\$4.795 million), 2015/16 (\$0.5 million), 2017/18 (\$1.3 million) and will assess our borrowing requirements each year to determine if sourcing funds from the LGFV is our most cost effective source of borrowings.

Borrowings through the LGFV are on an interest only basis with 100 per cent of the amount borrowed being repaid at the end of the loan term. To ensure Council has funds to meet these requirements an annual allocation of cash is transferred to a loan repayment reserve.

### Strategic direction

#### Short term

Borrow \$500,000 in 2018/19 to fund capital works projects.

#### Medium / long term

Continue to borrow \$500,000 each year up until 2020/21 and \$1,000,000 in 2021/22 to fund capital works projects, and reducing our interest bearing loans and borrowings to \$2,500,000 by 2027/28.

## 7. Reserves

### 7.1 Introduction

Reserves are either 'statutory' or 'discretionary' in nature. Statutory reserves relate to Council held cash and investments that must be expended on a specific purpose, as directed by legislation or other funding body, and include car parking and open space reserves. Discretionary reserves relate to those equity funds (which are cash backed) that can be used at Council's discretion, even though they might be earmarked for a specific purpose.

There is a current danger with holding reserve balances and not having adequate policy framework for the use of the reserves. This is because the funds could be inappropriately spent or used to overcome annual budget shortfalls and hide an underlying financial deficiency.

Interest earnings on cash reserves are usually set below that of interest payments on debt. In holding significant cash reserves and not using the funds to reduce debt, Council is paying a premium on its funds.

### 7.2 Reserves held by Council

Council's statutory reserves at 30 June 2017 are:

Resort and recreation reserve	\$51,582
Car park reserve	\$142,707
EPA License requirements	\$1,149,050

Council's discretionary reserves at 30 June 2017 are:

Drainage reserve	\$833,865
Waste management reserve	\$1,426,085
Loan repayment reserve	\$965,380

#### Strategic direction

##### Short term

Build up reserves to meet Asset Management plans, i.e. waste management and loan repayments.

##### Medium / long term

Council now borrows funds on an interest only basis with the principal due at the end of the loan. Council is allocating funds to a loan repayment reserve on an annual basis to ensure sufficient funds are available at the end of each loan term to repay the principal.

## 8. Conclusion

- A 10 year LTFP plan enables Council to examine in some detail its longer term financial viability.
- It enables Council and management to model different scenarios around rating, debt and the organisational structure and examine those outcomes.
- The 10 year LTFP will be the starting point for future draft budgets.
- The plan is a big picture look at Council's long term financial circumstances.
- The annual rate increase capped by the Minister for Local Government will be adhered to in preparing the budget each year.

# 9. Appendix A

## Swan Hill Rural City Council Budgeted Income Statement

	Strategic Resource Plan Projections									
	Budget 2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000
<b>Income</b>										
Rates and charges	27,624	28,750	29,604	30,588	31,492	32,478	33,494	34,621	35,700	36,834
Statutory fees and fines	907	927	948	970	993	1,018	1,043	1,069	1,096	1,123
User fees	4,694	4,927	5,127	5,293	5,473	5,665	5,863	6,068	6,281	6,501
Contributions - cash	215	159	86	164	90	173	94	182	347	796
Grants - operating (recurrent)	9,195	9,402	9,613	9,830	10,066	10,317	10,575	10,840	11,111	11,388
Grants - operating (non-recurrent)	2,272	416	402	411	421	430	442	451	460	480
Grants - capital (recurrent)	1,175	1,025	1,040	1,055	1,070	1,085	1,100	1,115	1,148	1,171
Grants - capital (non-recurrent)	2,182	1,427	4,457	2,032	2,007	1,307	1,107	967	507	749
Net gain on disposal of property, infrastructure and equipment	295	411	478	308	313	376	437	395	415	299
Other income	3,688	3,719	3,794	3,766	3,899	4,015	4,072	4,149	4,223	4,281
Total Income	52,247	51,163	55,549	54,417	55,824	56,864	58,227	59,857	61,288	63,622
<b>Expenses</b>										
Employee benefits	(19,739)	(20,628)	(21,241)	(21,924)	(22,630)	(23,359)	(24,111)	(24,888)	(25,690)	(26,519)
Materials and services	(16,519)	(15,369)	(15,497)	(15,997)	(16,413)	(16,705)	(17,300)	(17,903)	(18,107)	(19,074)
Bad and doubtful debts	(2)	(11)	(14)	(15)	(15)	(15)	(15)	(16)	(16)	(17)
Depreciation and amortisation	(9,010)	(9,150)	(9,674)	(10,059)	(10,333)	(10,596)	(11,174)	(11,644)	(11,814)	(11,690)
Finance costs	(362)	(360)	(359)	(250)	(179)	(179)	(179)	(179)	(159)	(148)
Other expenses	(1,092)	(1,117)	(1,145)	(1,174)	(1,205)	(1,238)	(1,272)	(1,307)	(1,343)	(1,380)
Total Expenses	(46,724)	(46,635)	(47,930)	(49,419)	(50,775)	(52,092)	(54,051)	(55,937)	(57,129)	(58,828)
<b>Surplus (deficit) for the year</b>	5,523	4,528	7,619	4,998	5,050	4,771	4,176	3,920	4,159	4,794
<b>Other comprehensive income</b>	7,144	7,644	10,557	6,112	9,515	8,134	12,712	7,825	7,785	731
Net asset revaluation increment										
<b>Comprehensive result</b>	12,667	12,172	18,176	11,110	14,565	12,905	16,888	11,745	11,944	5,525



**Swan Hill Rural City Council  
Budgeted Balance Sheet**

	Strategic Resource Plan Projections									
	Budget 2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000
<b>Current assets</b>										
Cash and cash equivalents	16,879	17,568	18,394	16,490	18,503	20,282	20,477	21,230	22,072	22,896
Trade and other receivables	2,100	2,922	3,200	3,129	3,207	3,253	3,351	3,439	3,524	3,651
Other assets	497	497	497	497	497	497	497	497	497	497
Total current assets	19,476	20,987	22,091	20,117	22,207	24,032	24,324	25,167	26,093	26,984
<b>Non-current assets</b>										
Trade and other receivables	1,615	1,605	1,594	1,584	1,573	1,572	1,572	1,572	1,572	1,572
Property, infrastructure, plant and equipment	467,429	477,961	495,428	504,883	517,971	529,294	546,167	557,194	568,451	572,089
Total non-current assets	469,044	479,565	497,022	506,467	519,544	530,866	547,739	558,766	570,023	573,661
Total assets	488,519	500,551	519,112	526,582	541,750	554,896	572,062	583,932	596,115	600,644
<b>Current liabilities</b>										
Trade and other payables	2,610	2,089	2,117	2,174	2,224	2,258	2,331	2,399	2,432	2,528
Interest-bearing loans and borrowings	457	349	4,904	-	-	-	500	-	1,300	500
Provisions	5,132	5,328	5,524	5,720	5,916	6,112	6,308	6,504	6,700	6,895
Total current liabilities	8,199	7,766	12,545	7,894	8,140	8,370	9,138	8,902	10,431	9,923
<b>Non-current liabilities</b>										
Provisions	1,716	1,727	1,738	1,749	1,760	1,772	1,783	1,794	1,805	1,816
Interest-bearing loans and borrowings	7,422	7,704	3,300	4,300	4,300	4,300	3,800	3,800	2,500	2,000
Total non-current liabilities	9,138	9,431	5,038	6,049	6,060	6,072	5,583	5,594	4,305	3,816
Total liabilities	17,337	17,198	17,583	13,943	14,200	14,441	14,721	14,496	14,736	13,739
<b>Net assets</b>	471,182	483,354	501,529	512,639	527,550	540,455	557,342	569,436	581,379	586,905
<b>Equity</b>										
Accumulated surplus	288,333	288,958	295,624	302,826	306,011	309,186	313,293	316,634	320,111	324,342
Asset revaluation reserve	173,784	181,428	191,985	198,098	207,958	216,092	228,804	236,978	244,763	245,494
Other reserves	11,065	12,967	13,920	11,706	13,581	15,177	15,245	15,824	16,505	17,068
Total equity	471,182	483,354	501,529	512,639	527,550	540,455	557,342	569,436	581,379	586,905

7.2

**Swan Hill Rural City Council  
Budgeted Cash Flow Statement**

	Strategic Resource Plan Projections										
	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	
<b>Cash flows from operating activities</b>											
<b>Receipts</b>											
Rates and charges	27,560	28,882	29,974	31,160	32,009	33,036	34,047	35,193	36,313	37,458	
Statutory fees and fines	907	931	960	988	1,009	1,035	1,060	1,087	1,115	1,142	
User fees	5,163	4,950	5,191	5,392	5,563	5,762	5,960	6,168	6,389	6,611	
Grants - operating	11,467	9,863	10,140	10,433	10,659	10,932	11,199	11,478	11,770	12,069	
Grants - capital	3,358	2,463	5,566	3,145	3,128	2,433	2,243	2,116	1,683	1,952	
Contributions – monetary	215	159	86	164	90	173	94	182	347	796	
Interest	680	697	702	603	659	692	664	654	639	606	
Other revenue	4,303	4,664	5,303	5,170	5,247	5,344	5,596	5,645	5,779	5,845	
	53,653	52,609	57,922	57,055	58,364	59,407	60,863	62,523	64,035	66,479	
<b>Payments</b>											
Employee benefits	(19,534)	(21,621)	(21,946)	(22,644)	(23,382)	(24,144)	(24,908)	(25,723)	(26,568)	(27,409)	
Materials and services	(14,541)	(13,942)	(14,144)	(14,650)	(15,108)	(15,595)	(16,184)	(16,700)	(17,235)	(17,882)	
Other payments	(4,872)	(3,513)	(3,221)	(3,253)	(3,263)	(3,117)	(3,169)	(3,321)	(3,043)	(3,425)	
	(38,947)	(39,076)	(39,313)	(40,547)	(41,753)	(42,856)	(44,261)	(45,744)	(46,846)	(48,716)	
<b>Net cash provided by operating activities</b>	14,706	13,532	18,609	16,508	16,611	16,552	16,603	16,779	17,189	17,763	
<b>Cash flows from investing activities</b>											
Payments for property, plant and equipment	(17,593)	(13,554)	(18,580)	(14,873)	(14,994)	(15,283)	(17,029)	(16,071)	(16,948)	(16,100)	
Proceeds from sales of property, plant and equipment	1,476	897	1,005	616	575	688	800	724	760	548	
Net cash used in investing activities	(16,117)	(12,657)	(17,575)	(14,257)	(14,419)	(14,594)	(16,229)	(15,347)	(16,188)	(15,552)	
<b>Cash flows from financing activities</b>											
Finance costs	(362)	(360)	(359)	(250)	(179)	(179)	(179)	(179)	(159)	(148)	
Proceeds from borrowings	500	500	500	1,000	-	-	-	-	-	-	
Repayment of borrowings	(457)	(326)	(349)	(4,904)	-	-	-	(500)	-	(1,300)	
Net cash provided by (used in) financing activities	(319)	(186)	(209)	(4,154)	(179)	(179)	(179)	(679)	(159)	(1,448)	
<b>Net increase (decrease) in cash and cash equivalents</b>	(1,730)	689	826	(1,903)	2,013	1,779	195	753	842	764	
Cash and cash equivalents at beg of year	18,609	16,879	17,568	18,394	16,490	18,503	20,282	20,477	21,230	22,072	
<b>Cash and cash equivalents at end of year</b>	16,879	17,568	18,394	16,490	18,503	20,282	20,477	21,230	22,072	22,836	

# 10. Appendix B

## Swan Hill Rural City Council Budgeted Capital Works Statement

	Budget 2018/19 \$'000	Strategic Resource Plan Projections										
		2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000		
<b>Capital works areas</b>												
Land	902	1,325	1,422	1,468	1,515	1,560	1,605	1,653	1,698	1,745		
Buildings	2,305	2,215	5,075	895	785	1,300	1,715	1,585	1,298	1,465		
Heritage Assets	182	148	153	158	313	318	169	174	179	184		
Plant & Equipment	1,156	1,031	1,228	1,224	1,306	1,564	1,819	1,646	1,727	1,246		
Fixtures, fittings and furniture	248	22	23	22	23	23	23	23	24	24		
Computers and telecommunications	-	250	258	260	262	265	265	268	275	278		
Sealed Roads	4,473	3,760	4,592	3,796	3,893	4,414	4,415	4,509	5,072	4,601		
Unsealed Roads	1,098	1,016	1,032	1,408	1,264	1,406	1,893	1,690	1,275	1,700		
Footpaths	267	238	244	249	311	362	367	463	379	479		
Drainage	911	241	241	409	152	23	273	274	1,044	1,079		
Parks & Open Space	3,626	862	367	755	785	960	423	395	1,931	1,074		
Recreation Leisure	313	75	-	1,450	1,500	130	-	400	-	-		
Other	1,842	1,260	1,460	1,560	1,660	1,710	1,660	1,660	660	920		
Waste Management	270	-	925	-	-	-	1,000	-	-	-		
<b>Total capital works</b>	<b>17,593</b>	<b>12,443</b>	<b>17,020</b>	<b>13,654</b>	<b>13,769</b>	<b>14,035</b>	<b>15,627</b>	<b>14,760</b>	<b>15,562</b>	<b>14,795</b>		
<b>Represented by:</b>												
Asset renewal	8,661	7,433	7,227	8,965	8,653	10,378	10,947	11,039	10,087	9,661		
New assets	7,786	3,104	4,001	4,667	4,953	3,624	4,646	3,687	3,510	4,758		
Asset expansion	-	-	-	-	-	-	-	-	-	-		
Asset upgrade	1,146	1,906	5,792	32	163	33	34	34	34	1,965		
<b>Total capital works</b>	<b>17,593</b>	<b>12,443</b>	<b>17,020</b>	<b>13,654</b>	<b>13,769</b>	<b>14,035</b>	<b>15,627</b>	<b>14,760</b>	<b>15,562</b>	<b>14,795</b>		

## **B.18.49      PROGRESS REPORT - ABORIGINAL COMMUNITY PARTNERSHIP STRATEGY 2017-21**

**Responsible Officer:**            Director Development and Planning  
**File Number:**                    S03-24-04  
**Attachments:**                    Nil

### **Declarations of Interest:**

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

### **Summary**

This report provides an update to Council on the progress of the Aboriginal Community Partnership Strategy 2017-21 (ACPS) adopted by Council in September 2017, and to highlight priorities and recommendations for the future.

### **Discussion**

Swan Hill LGA has the highest population of residents per capita in Victoria that identify as Aboriginal or Torres Strait Islander (at 4%, compared with the state average of 0.8%) (ABS Quickstats, 2016). The LGA also has 1,712 registered cultural heritage places including Aboriginal historical places, burials, artifact scatters, earth features, low density artifact distributions, object collections, scarred trees and shell middens. Reflecting on these statistics, Council has the opportunity to become a proud leader in Reconciliation and to set the bar for Councils Australia wide.

Since the ACPS was adopted by Council one year ago during Reconciliation Week, Council's Aboriginal Community Partnership Strategy Group (ACPSG) has successfully worked with and alongside Council staff building a relationship of trust and respect. As a result of this stronger relationship the group is recommending a name change from Aboriginal Community Partnership Strategy Group (ACPSG) to Wandarrah Action Committee (WAC).

In recent times Council has contracted an Aboriginal Community Development Officer who in a short space of time has achieved significant progress - commitment and goodwill of Council and staff to progress the ACPS creating genuine, positive change.

There are seven key action areas within the ACPS supported by Council:

1. Develop and Implement the Aboriginal Community Partnership Strategy Action Plan.
2. Participation in Local Aboriginal Networking Groups in Swan Hill and Robinvale.
3. Support and encourage Cultural events, festivals, carnivals and gatherings.
4. Support and encourage young people to obtain their drivers license in Swan Hill and Robinvale.

5. Engage with local community; attend community meetings, workshops, forums, summits, ceremonies.
6. Implement the Aboriginal Employment Strategy
7. Provide our community with information around mental health and wellbeing.

WAC members have a broad reach within the local community as they have membership of various working groups and committees. This in turn has strengthened existing relationships with other agencies and service providers enabling the outcomes from the ACPS Implementation plan to be achieved.

The local Aboriginal community is excited about the potential development of the Murray River Interpretive Centre (MRIC) on the riverfront that will offer the local Aboriginal community the chance to share their stories, history and culture with tourists and locals. A reference group of local Aboriginal community members will be formed to undertake the consultations for the MRIC.

Research has commenced into the process for development of a Reconciliation Action Plan (RAP). A RAP sends a strong signal of Council's position of partnerships with Aboriginal people. An organisation's Reconciliation Action Plan articulates how its staff, councillors and stakeholders will engage in reconciliation action and contribute to greater unity in the community and in the workplace.

Most RAPs consist of three key strands

- Relationships
- Respect
- Opportunities

These strands articulate an organisational commitment and response to reconciliation. Council is certainly on the journey to develop a RAP. To progress further, it is vital there is a whole of Council collaborative approach with shared responsibility for actions and deliverables across departments. Mildura Council has successfully developed a RAP with ongoing measurable targets, this document and the process used to develop it is a great example for Council to use as a guide.

***The following list highlights completed and ongoing priorities from the ACPS:***

**1. Aboriginal Community Partnership Strategy Group (ACPSG)**

At an ACPS meeting on the 22 March 2018 a motion was moved to change the ACPSG name to: *Wandarrah Action Committee (WAC)*. Wandarrah means meeting place. Some 250 distinct Aboriginal language groups covered this continent, today around 120 of those languages are still spoken and many are at risk of being lost as Elders pass on. The preservation and revitalisation of Aboriginal languages ensures language is passed on to the next generation before it is too late. Speaking Aboriginal language today is about cultural identity that connects people to their land, water, history, and spirituality

ACPS - STRATEGY FOUR: CULTURE AND CAPABILITY - 4.5

## **2. Aboriginal Cross Cultural Training**

The current policies/plans/strategies below highlight the need for Aboriginal Cross Cultural Awareness training:

- Swan Hill Rural Council Aboriginal Employment plan 2018-19 Draft
- Swan Hill Rural Council Aboriginal Community Partnership Strategy 2017-21
- Public Health and Wellbeing Plan 2017-21
- Draft Swan Hill multi agency charter driven by DHHS (External)

WAC identified Aboriginal Cross Cultural training as a high priority. The content for the training is proposed to be developed during a 2 day facilitated workshop. The training package must reflect local stories, culture and history. The training will be developed and delivered by local Aboriginal people. This training package will be delivered at Council staff inductions in partnership with HR. An allocation of \$5000 from the Indigenous Affairs budget has been allocated for the development of Aboriginal Cross Cultural Awareness training.

ACPS - STRATEGY ONE: JOBS, LAND AND ECONOMY & STRATEGY FOUR: CULTURE AND CAPABILITY - 1.3, 1.4, 1.5, 4.1, 4.6

## **3. Pop Up Shop**

The Pop Up shop is a concept to set up a temporary gallery and shop at 260 Campbell St selling and showcasing Aboriginal art and culture. This is considered a high priority; \$3000 has been allocated to this project. WAC and the NAIDOC Committee are working together to get this off the ground. The shop will be open during NAIDOC week celebrations from Sunday 8 July to Sunday 15 July this year.

ACPS - STRATEGY ONE: JOBS, LAND AND ECONOMY & STRATEGY FOUR: CULTURE AND CAPABILITY - 1.2, 3.1, 4.4

## **4. Reconciliation Event**

A successful Reconciliation Luncheon was held on Thursday 31 May. Over 60 community members attended, with Erin McKinnon from Reconciliation Victoria as the guest speaker. Since the luncheon there has been strong support to establish a local reconciliation group in the Swan Hill area. Reconciliation Victoria has offered its support to establish such a group. The Swan Hill Region Information Centre is also hosted a Reconciliation themed display in June, to focus on NAIDOC Week.

ACPS - STRATEGY FOUR: CULTURE AND CAPABILITY - 4.2

## **5. Building Relationships**

Utilising the networks of WAC and the Aboriginal Community Development Officer, Council now has a strong connection and formal relationship with Reconciliation Victoria and the founders of the Maggolee website. Reconciliation Victoria worked in partnership with the officer to initiate Council hosting a successful morning tea in June with Treaty Commissioner Jill Gallagher. Establishing this relationship with Reconciliation Victoria provides Council access to knowledge, experience and confidence to progress in the Reconciliation space.

WAC has built on the existing connection with the L2P program, encouraging learner drivers to become involved in the program. By supporting local Aboriginal kids to

gain their P plates, it instills a sense of independence and provides wider opportunities for growth and employment. In Swan Hill there are currently 8 participants that identify as Aboriginal or Torres Strait Islander enrolled in the program, with 2 graduating and gaining their P plates in the past year. On 23 July, 2018 the Robinvale L2P will be launched, at this stage, 7 students are already enrolled. ACPS - STRATEGY ONE: JOBS, LAND AND ECONOMY & STRATEGY THREE: STRATEGY AND WELLBEING - 1.1, 1.6, 3.1

#### **6. Aboriginal Community Development Officer**

Over the past 3 months the Aboriginal Community Development Officer has worked with WAC and the wider Aboriginal community to implement actions from the ACPS.

In this short period of time it is evident the officer is imperative to implementing the ACPS and successfully completing the actions adopted by Council in a timely manner. During this time the officer has successfully built on existing relationships between Council and the Aboriginal community, while establishing new links with organisations and community leaders.

It is hoped the current officer will up skill young local Aboriginal people to undertake professional and leadership roles within the community and support the implementation of the ACPS.

#### **Consultation**

Extensive consultation was conducted with the Aboriginal community when developing the ACPS.

#### **Financial Implications**

To continue the implementation of the ACPS, Council will need to consider a yearly budget allocation both for an officer and for implementation projects. In the 2018/19 budget \$35,000 has been allocated to implement priority projects from the ACPS. Council is contributing towards the NAIDOC celebrations in 2018 by waiving the fee for the Swan Hill Town Hall and the Robinvale Community Centre – Foyer and Kitchen.

#### **Social Implications**

The importance of implementing the ACPS and the role of WAC reaches much further than Council. WAC provides the local community, schools and service providers with a contact point which then acts as the conduit between community and local government.

#### **Economic Implications**

Aboriginal cultural tourism is a win-win for Council and the community. It recognises and respects the continuing relationship of Aboriginal people to the land, culture and

rich history, provides economic returns to the Aboriginal and broader community and serves as a draw-card for visitors to the local area.

### **Environmental Implications**

Not applicable.

### **Risk Management Implications**

Not applicable.

### **Council Plan Strategy Addressed**

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

### **Options**

1. Endorse the recommendations in this report.
2. Make changes to the recommendations presented, or
3. Take any other action as determined.

### **Recommendations**

#### **That Council:**

1. **Supports the name change of the Aboriginal Community Partnership Strategy Group to Wandarrah Action Committee.**
2. **Note the achievements of WAC over the past 12 months and acknowledge the work the Aboriginal Community Development Officer has completed in the past three months.**



**B.18.50 FRIENDS OF PIONEER SETTLEMENT FINAL PAYMENT TOWARDS HEARTBEAT OF THE MURRAY**

**Responsible Officer:** Director Development and Planning  
**File Number:** S11-27-02  
**Attachments:** Nil

**Declarations of Interest:**

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

**Summary**

The Friends of the Pioneer Settlement have made their final contribution towards the \$250,000 commitment to Heartbeat of the Murray. In 2014 the Friends of the Pioneer Settlement committed \$150,000 towards the Heartbeat of the Murray project and \$100,000 towards the Dumosa Hall (now Paragon cafe) project which assisted greatly in having these projects proceed.

**Discussion**

Friends of the Pioneer Settlement (FOPS) have had a successful and long standing relationship with Pioneer Settlement. The volunteer group have donated over one million dollars to Pioneer Settlement since their inception and Pioneer Settlement would not be the success it is without their significant support both in kind and financial.

In addition to raising funds through the running of the Paragon Cafe and in the past the tea rooms, the FOPS provide volunteer hours to run the photographic parlor and drapery. The drapery generates a further \$40,000 plus per annum for Pioneer Settlement. The FOPS create additional activation across the site including driving the vintage car, running tractors, activating the wood turners, spinning wool and making rope.

Countless volunteers value the social and wellbeing benefits that volunteering at Pioneer Settlement has bought to them in later life. Meeting and engaging with visitors from across the country as they create their special holiday memories and having a sense of purpose and belonging in the group of over 60 volunteers are often cited as reasons why they volunteer. With an ageing population within the volunteer group Pioneer Settlement is always looking to attract new volunteers through campaigns.

While there have been some challenges for the FOPS to achieve this latest financial goal, they have overcome a range of challenges to deliver on their commitment. Thousands of donated hours in the cafe and photographic parlor have enabled them to provide the financial support. The Paragon team lead by Laura Smith is open 363 days of the year from 9:30am-4pm with support from only one paid employee each day. It is a significant commitment and effort for the Paragon volunteer team to deliver meals each day.

It is hoped that the relationship Council has with the FOPS will remain and flourish in to the future.

### **Consultation**

Nil.

### **Financial Implications**

The committed funds by the FOPs have now been paid.

### **Social Implications**

Ongoing voluntary participation is integral to the ongoing viability of the Settlement and the wellbeing of the volunteers.

### **Economic Implications**

Nil.

### **Environmental Implications**

Nil.

### **Risk Management Implications**

Now that the funds have been fully paid the risk of underfunding the Heartbeat of the Murray project is eliminated.

### **Council Plan Strategy Addressed**

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

### **Options**

1. Endorse the recommendations in this report.
2. Make changes to the recommendations presented, or
3. Take any other action as determined.

### **Recommendations**

#### **That Council:**

1. **Congratulate the Friends of Pioneer Settlement on their significant and ongoing commitment to the success of the Pioneer Settlement.**
2. **Write a letter of congratulations and thanks.**

## **B.18.51 FEES AND CHARGES – COMMERCIAL HIRE PIONEER SETTLEMENT**

**Responsible Officer:** Director Development and Planning  
**File Number:** S09-07-05-02  
**Attachments:** Nil

### **Declarations of Interest:**

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

### **Summary**

It is proposed to seek approval to reduce fees and charges for onsite commercial hire of Pioneer Settlement not exceeding 50% as part of the overall internal sales strategy for a 12 month trial period. The discount would apply to low and off peak times only.

It is also proposed to offer group bookings (coach groups) up to 50% off day product entry only. This to be used as a promotion to attract new bus groups. This proposed discount does not apply to Heartbeat or Pyap cruises where regular group prices apply.

It is proposed that any further ad hoc discount requests would be determined by the CEO. (For example sponsored council events where hire fee is waived).

### **Discussion**

Pioneer Settlement is managed as a business and requires the ability to offer reduced hire fees as part of an overall sales strategy. It is proposed that this flexibility be primarily for weekdays or during 'off seasons' to assist in attracting more customers in quieter periods. This is an industry wide standard for event and function centres and common practice amongst competitors.

Commercial hire areas of the Pioneer Settlement are:

- Lower Murray Inn
- Pyap Wharf,
- Rose Garden
- Church
- PS Pyap

Below are examples of how this discount would be applied:

**Friday wedding hire fee:** Pioneer Settlement continues to grow the number of weddings held on site. As a result Pioneer Settlement is presented with a new issue of availability. Wedding season runs from approximately September – April. Demand is such that the Saturdays in this period fill quickly. The aim is to try and

encourage further sales on Fridays. For example every Saturday in March 2019 is sold out already and yet enquires are still coming in almost weekly. The ability to offer a reduced hire fee for a wedding on a Friday could help lure a prospective couple from the already booked out Saturday to the Friday, rather than losing them to another venue all together. It becomes a cost based sales technique to encourage purchase.

**Pyap reduced charter hire price in winter:** During winter it is proposed to offer reduced priced specials promoted mainly to the business community for corporate charters. Our current hire fee allows enough room to reduce the price whilst still retaining some profit margin. Additionally we take the income from the bar sales.

**Group Discount:** Pioneer Settlement is striving to attract more bus/organised groups and would like to offer an incentive for new companies or past companies that have not visited in sometime. A 50% discount on day entry is requested for this offer, which will go out with redemption restrictions.

### **Consultation**

Not applicable.

### **Financial Implications**

Overall this proposal should increase patronage in off-peak times.

### **Social Implications**

Not applicable.

### **Economic Implications**

Increased patronage of the Pioneer Settlement and increased sales should lead to stronger economic benefits for Pioneer Settlement and in turn the wider community.

### **Environmental Implications**

Not applicable.

### **Risk Management Implications**

Not applicable.

### **Council Plan Strategy Addressed**

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

### **Options**

1. Endorse the recommendations in this report.
2. Make changes to the recommendations presented, or
3. Take any other action as determined.

### **Recommendations**

**That Council amend the fees and charges schedule to:**

1. **Vary fees and charges for Pioneer Settlements commercial hire, up to the value of 50% for weekday, off peak and low season hires. Commercial hire areas include: Lower Murray Inn, Pyap, Rose Garden, Church and Wharf area.**
2. **Offer new coach groups up to 50% off day entry as part of an incentive marketing campaign in the 2018-19 financial year.**

## **B.18.52 INSTRUMENT OF APPOINTMENT AND AUTHORISATION**

**Responsible Officer:** Director Development and Planning  
**File Number:** PER\_EMP-10933  
**Attachments:** 1 Instrument of Appointment and Authorisation

### **Declarations of Interest:**

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

### **Summary**

Many of the functions and powers of Council staff stem from their appointment as Authorised Officers. Sandy Guy has been appointed as Cadet Planner within the planning team and requires Council approval to be an Authorised Officer to assist Planning Officers in their duties.

### **Discussion**

Council's Chief Executive Officer has the power to authorise various members of Council staff under the instrument of delegation issued by Council. However, advice from Council's solicitors recommends the Appointment of Planning Officers as Authorised Officers by Council under section 147(4) of the *Planning and Environment Act 1987*.

As a result, this report seeks Council approval for Sandy Guy to be appointed as an Authorised Officer.

Sandy commenced in Council's planning team on 12 February 2018.

### **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 and efficient utilisation of resources.

### **Options**

Nil

### **Recommendations**

#### **That Council:**

- 1. Appoint Sandy Guy as an authorised officer as set out in the attached instrument.**
- 2. Resolve that the instrument takes effect upon signing and sealing and remains in force until varied or revoked.**
- 3. Sign and seal the instrument as soon as possible.**

**Instrument of Appointment and Authorisation  
(Planning and Environment Act 1987)**

In this instrument "officer" means -

Sandy L Guy

**By this instrument of appointment and authorisation Swan Hill Rural City Council -**

- 1. under section 147(4) of the *Planning and Environment Act 1987* - appoints the officer to be an authorised officer for the purposes of the *Planning and Environment Act 1987* and the regulations made under that Act; and
- 2. under section 232 of the *Local Government Act 1989* authorises the officer generally to institute proceedings for offences against the Acts and regulations described in this instrument.

**It is declared that** this instrument -

- (a) comes into force immediately upon its execution;
- (b) remains in force until varied or revoked.

This instrument is authorised by a resolution of the Swan Hill Rural City Council on 19 July 2018.

THE COMMON SEAL )  
 SWAN HILL RURAL CITY COUNCIL )  
 Was hereunto affixed in the presence of: )

.....Councillor

.....Councillor

.....Chief Executive Officer



### **B.18.53 VILLERS-BRETONNEUX 100 YEARS – ANZAC EVE EVENT**

**Responsible Officer:** Director Development and Planning  
**File Number:** S01-01-06  
**Attachments:** 1 Event Photos

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

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

#### **Summary**

This report seeks to inform Councillor's of the great efforts of the Villers-Bretonneux 100 Years Working Group in the delivery of the successful event commemorating the 100 year anniversary of the battle of Villers-Bretonneux.

#### **Discussion**

On Tuesday 24 April 2018, the Robinvale and Euston communities played host to hundreds, including returning locals and visitors, to commemorate the 100 year anniversary of the battle of Villers-Bretonneux and to celebrate the official opening of the Robinvale-Euston War Memorial Park.

Attendance for the entire day is difficult to measure, though estimates are that approximately 700-800 attended the Memorial Park opening alone.

The half day event consisted of a re-consecration ceremony at the Euston Cenotaph, the Official Opening of the Robinvale-Euston War Memorial Park and an RSL service at the Robinvale Cenotaph. The day concluded with a barbeque provided by Rotary and local entertainment at Caix Square.

The day was considered a huge success by all who attended, thanks to the enormous efforts of a number of key volunteer groups in Robinvale, including the Memorial Park Committee, Villers-Bretonneux Association, Robinvale RSL and in particular, the purposely-formed Villers-Bretonneux 100 Years Working Group.

The Working Group comprised of over twenty people, all of whom played a vital role in coordinating the successful event. In addition to those within the Working Group, a number of community members also contributed to the event it by assisting with logistics on the day or making arrangements in the lead up to the event.

A special mention should be made of Daryl & Narelle McClure for their tireless work in coordinating the monthly meetings, Daryl as Chair and Narelle as Secretary, together they guided the committee through the various stages of coordinating the major event and tended to numerous administrative tasks between meetings.

Robinvale and Euston communities are congratulated for their efforts in delivering a high quality commemorative event which showcases the town of Robinvale, and the region as a whole, in such a favourable manner. The event reflects very positively on the dedicated volunteer community in Robinvale and their ability to come together for a united purpose.

### **Consultation**

Nil

### **Financial Implications**

Council contributed \$30,000 to this event.

### **Social Implications**

The event was an opportunity to showcase the town of Robinvale to the returning locals and visitors. It was also a display of the fantastic efforts of the volunteer community.

### **Economic Implications**

A number of additional visitors stayed in the region and spent locally, stimulating the economy at a normally quiet period for retailers and accommodation providers.

### **Environmental Implications**

Not applicable.

### **Risk Management Implications**

The event was coordinated following Council's Event Management guidelines, including a risk assessment and employing suggested emergency management principles.

### **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. Endorse the recommendation in this report.
2. Make changes to the recommendations presented, or
3. Take any other action as determined.

### **Recommendations**

**That Council acknowledge the commitment and dedication of the Villers-Bretonneux 100 Years Working Group and the broader community in the successful delivery of the Villers-Bretonneux 100 Years Robinvale-Euston 2018 event.**















**B.18.54 SWAN HILL INDOOR SPORT AND RECREATION CENTRE -  
INSTRUMENT OF DELEGATION**

**Responsible Officer:** Director Development and Planning  
**File Number:** S09-20-03  
**Attachments:** 1 Minutes 16-5-18  
2 Stadium Instrument of Delegation

**Declarations of Interest:** Officer

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

**Summary**

This report seeks Council's approval to amend the Swan Hill Indoor Sport and Recreation Centre Special Committee Instrument of Delegation.

**Discussion**

The Swan Hill Indoor Sport and Recreation Centre (The Stadium) is currently managed by a Special Committee under a delegated authority of Council under Section 86 of the Local Government Act 1989. Council has delegated the powers of administration and management to this committee.

The committee is made up of members from user groups of the facility, including the Swan Hill Basketball Association, Swan Hill Netball Competition, Swan Hill Badminton Association, Swan Hill Squash Club and Swan Hill Futsal Club and a Councillor.

The committee moved a motion at its 16 May 2018 meeting (minutes attached) to request an amendment to the Instrument of Delegation.

The current delegation (as endorsed in June 2017) states:

**4. Format and Operational Procedures of the Special Committee**

The committee will consist of seven (7) members which shall comprise:

- a) One Swan Hill Netball competition representative
- b) Two Swan Hill Basketball Association representatives
- c) One Swan Hill Badminton Association representative
- d) One Swan Hill Futsal Association representative
- e) One Swan Hill Squash Club representative
- f) One of the Swan Hill Rural City Councillors (the Councillor will not have voting rights).

The Committee of Management propose the following amendments (proposed changes are outlined in the attached instrument of delegation):

- 4.1 a) Remove - One Swan Hill Netball Competition representative
- 4.1 d) Rename - One Swan Hill Futsal Association representative to One Swan Hill Soccer League Representative
- 4.1 f) Remove - the Councillor will not have voting rights.

The Swan Hill Indoor Sport and Recreation Centre Instrument of Delegation was amended in June 2017.

The following clause was amended at this time:

4.1 f) one of the Swan Hill Rural City Councillors (who will be chair)

The words “who will be chair” was removed from the delegation and the words “the Councillor will not have voting rights” were added to the clause to provide consistency with the Alan Garden Netball Special Committee, where the Councillor does not have voting rights.

Also, Page 1, clause 3 of the delegation states that “All members of the Committee have voting rights on the Committee.” However, this is currently not the case.

If proposed changes to Clause 4.1 f) are accepted, Clause 3 could remain.

If proposed changes to Clause 4.1 f) are not accepted, Clause 3 will need to be reworded to: “All members of the Committee will have voting rights except for the Councillor.”

### **Consultation**

Stadium user groups are represented on the Committee of Management.

### **Financial Implications**

Nil

### **Social Implications**

The Stadium is a key facility that provides the facilitation of sporting activities that enhance the quality of life and wellbeing of the community.

### **Economic Implications**

The venue attracts large events, such as the Junior Basketball Tournament and Veteran Badminton Tournament which increases visitation and overnight stays in the region which has positive implications to the local economy.

### **Environmental Implications**

Nil

### **Risk Management Implications**

Nil

### **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. Approve all the proposed changes to the Swan Hill Indoor Sport and Recreation Centre Instrument of Delegation.
2. Approve some of the proposed changes to the Swan Hill Indoor Sport and Recreation Centre Instrument of Delegation.
3. Approve none of the proposed changes to the Swan Hill Indoor Sport and Recreation Centre Instrument of Delegation.

### **Recommendation**

**That Council approve the following changes to the Swan Hill Indoor Sport and Recreation Centre Instrument of Delegation:**

1. **4.1 a – Remove, “One Swan Hill Netball Competition representative”**
2. **4.1 d – Rename, “One Swan Hill Futsal Association representative to One Swan Hill Soccer League Representative”**
3. **4.1 f – Remove, “the Councillor will not have voting rights”.**

## Agenda - Swan Hill Indoor Sport and Recreation Centre Special Committee

Page | 1

Meeting Date 16<sup>th</sup> May 2018  
 Meeting Time 7.06pm  
 Venue Swan Hill Indoor Sport and Recreation Centre, Gray Street, Swan Hill

### Welcome

Present Chris Jeffery (Councillor), Cameron Whitlock (Badminton), Chelsea Casey (AFL), Jeff Stewart (Squash), Elaine McDonald (Squash), Meagan Monk (SHRCC), Stephen Davies (SHBA), Peter Hawkins (SHBA)

Apologies Sharon Denham (SHBA), Meagan Monk (SHRCC), Heather Green (SHRCC)

Minutes from previous meeting on 14/03/2018.

**MOTION** That the minutes of the meeting held on 14<sup>th</sup> March 2018 are a true and accurate record.

Moved J Stewart Seconded S Davies **CARRIED**

Business arising from the minutes.

- The Basketball account was sorted and paid as per the motion.
- R & G Gilbert sign is to come down.
- Marabour Flooring sign is to come down.
- City Taxies sign is to come down.
- Poole & Associates sign is to go up.
- No changes were made with regard to changing squash lights to LED due to contact not being able to be made with free installers.

Minutes from previous meeting on 26/04/2018.

**MOTION** That the minutes of the meeting held on 16<sup>th</sup> April 2018 are a true and accurate record.

Moved S Davies Seconded J Stewart **CARRIED**

Business arising from the minutes.

- PIN still needs to be changed on Key Lock. Chelsea is organising with SHRCC.
- The motion "That COM commit to spend up to \$15000 replacing manual winches with electric motors and service the mechanical pullies on all rings." Should have read "That COM commit to spend up to \$15000 replacing manual winches with electric motors and service the mechanical pullies on all rings, and that S Davies & C Whitlock & C Jefferies for a sub-committee to make authorised decisions on the upgrade as needed."
- The drills were serviced for free by Syd Wilsons. COM to write a thank you letter to Syd Wilsons.

**MOTION** That the Committee of Management would prefer Council to not upgrade the court 2 rings. Instead spend the money upgrading all the winches and mechanisms on all courts.

Moved J Stewart Seconded P Hawkins **CARRIED**

Correspondence In & Out.

- Email – Meagan Monk – Building Report
- Email – Meagan Monk – Court 2 ring quote
- Email – Meagan Monk – Court 1 ring status
- Condely – Building report stadium structure
- Acromat – Quote court 2 electrification
- Email – Request 3 years financial reports for tender
- Letter of resignation from M Purtil from netball coordinator role.

## Agenda - Swan Hill Indoor Sport and Recreation Centre Special Committee

Page | 2

Business arising from correspondence.

**MOTION** That COM accept Mandy Purtills' resignation.

Moved J Stewart      Seconded S Davies      **CARRIED**

- Due to junior basketball tournament requiring all courts on weekend of 2<sup>nd</sup> June COM requests council lower all rings on 1<sup>st</sup> June 2018 and raises all rings on 4<sup>th</sup> June 2018.
- It is noted that COM needs to organise Annual pest control/inspection. It was also noted that this item was listed on Councils budget for the stadium. Clarification to be gained from Dionne at SHRCC.
- Inspection of court ring systems has noted that the pullies on court 2 are smaller than other courts and are not lined up causing undue stress and wear.
- CGM has been asked by SHRCC to produce and engineering inspection and report of all ring systems.

**MOTION** COM prefer council not to upgrade court 2 rings, but rather spend the allocated moneys on upgrading all pullies and winches first.

Moved J Stewart      Seconded P Hawkins      **CARRIED**

- Comment was made that St Mary's installed Grifto winch systems in their stadium.

Agenda items:

### 1. Managers Reports

#### Budget and Finances

- |   |             |
|---|-------------|
| a. Trading statement balance.               | \$29,991.28 |
| b. Accounts payments to be approved.        | \$ 3,486.65 |
| c. Accounts receivables outstanding report. | \$ 3,738.02 |
| d. COM Auditors report.                     |             |

Currently basketball owes Apr May Jun 2017, plus \$2000 refunded in error plus Apr 2018.

Auditor is waiting for meeting with Manager & C Whitlock & C Jefferies & SHRCC payroll department rep regarding J O'Rourke oncost payments before being able to sign off audit on 2017/2018 financials.

**MOTION** That the accounts as presented be accepted and passed for payment.

Moved S Davies      Seconded J Stewart      **CARRIED**

#### OH&S Report

- a. Tag and Testing  
Quote for approx. \$600 received from Laser Electrical.

**MOTION** That Laser Electrical be engaged to complete Tag and Testing of all electrical equipment in the stadium as soon as possible

Moved J Stewart      Seconded S Davies      **CARRIED**

- b. Servicing of ring mechanicals  
SHRCC reports they are waiting for report from CGM. They have contacted them and stressed the urgency of the matter.

## Agenda - Swan Hill Indoor Sport and Recreation Centre Special Committee

Page | 3

## Management Report

- a. Update on progress of ring mechanisation
- Waiting for councils engineering report.
- b. Incident during umpire match - discipline
- A netball umpire left the stadium after an incident with a player. The player has been addressed by the COM manager and has been given a warning. The umpire has been spoken with by the COM manager.  
COM needs to build a set of rules of conduct for the netball competitions, and they should be based on Netball Victoria rules of conduct.
- Stadium manager has requested secretary for a record search on the deals for sponsorship done with Ray White and Carpet Court.

## 2. User Group Reports

- a. Basketball
  - Winter comp may not run due to issues with stadium rings.
- c. Badminton
  - Now in second week of winter comp. All courts full and good numbers playing.
- d. Soccer
  - None
  - Squash  
New pennant comp started tonight and is full.
- e. COM Users
  - i. Netball
    - A short comp will start June 6<sup>th</sup> with 5 womens & 3 mixed teams so far. Plan a big push to MMFL netballers this week.
    - We own the bibs which can be used for the comp.
    - COM has requested AFL man the night netball @ our contracted rate of \$30 per hour.
  - ii. Others
    - Manager is applying for SHRCC grant to buy new volleyball equipment.

**MOTION** That the COM manager apply for SHRCC grant to buy new volleyball equipment, and that the COM purchase a new volleyball net for \$77.50 as quoted.

Moved J Stewart      Seconded S Davies      **CARRIED**

## 3. General Business

- Update Mandy Purtill Wages  
Back pay has been paid out.  
Chris to advise council that Mandy has resigned.
- OH&S Incident – Chelsea and Basketball Rings
- Surrounding Grounds Works  
The Elwaste bin is being filled by the public. COM manager to buy chain and padlocks and supply a key to user groups.
- User Groups upgrade/maintenance priority  
Carried to next meeting – Still waiting for clubs to comment.

## Agenda - Swan Hill Indoor Sport and Recreation Centre Special Committee

Page | 4

- COM motion to spend up to \$15000 on replacing winches  
We are still waiting on council organised reports on condition of mounting and pulley structures.
- COM recommendation for clubs and their members to petition council for more support.  
Chris is going to email contact details to user groups.
- Tender documentation  
Tender has been published and are awaiting closing date. Some historical financial information has been requested by one tenderer.
- Draft Budget for feedback and adoption – Emailed out Sunday
- Contract for Cleaner

**MOTION** That the cleaners offer of \$39 per hour for scheduled works and \$41 for weekend/special request works for the period June 2018 to May 2019 be accepted.

Moved J Stewart      Seconded S Davies      **CARRIED**

- Contract for Canteen

**MOTION** That the canteen lease fees be \$1500 for equipment, and \$1500 to be the service provider as well as charges for electricity usage for the period Feb 2018 to Jan 2019.

Moved J Stewart      Seconded S Davies      **CARRIED**

- Annual General Meeting

**MOTION** That we adopt and present the Draft Budget for Financial Year 2018/2019 and present to Council for acceptance subject to the following changes:

- Insert expense line under CM Aus. Football Commission of \$3,780 for management of Netball as per current AFL Management MOU.
- Increase Cleaning -> Outside Area expense to \$1,500
- Remove Staff -> Payroll/Super/Workcover expenses totalling \$7,700.
- Increase Utility - Power expense to \$12,000
- Add expense for annual Tag & Testing of \$500

Moved J Stewart      Seconded S Davies      **CARRIED**

Annual general meeting date to be set as soon as the Auditor is happy to sign off on financials.

- Associations letters for appointing delegates to COM  
All member clubs are reminded that they need to send a letter to COM nominating the members for 2018/2019 – Basketball 2 members, Badminton 1 member, Squash 1 member, Soccer 1 member
- Instrument of Delegation

**MOTION** the COM request Council make the following amendments to the Instrument of Delegation for Swan Hill Indoor Sport and Recreation Centre as soon as possible:

- Under 4.1. Remove a) One Swan Hill Netball competition representative.
- Rename d) One Swan Hill Futsal Association to Swan Hill Soccer League.
- Remove f) 'the Councillor will not have voting rights'.

Moved J Stewart      Seconded S Davies      **CARRIED**



- Future of COM discussions – Heather Green  
General discussion was held as to what Heathers idea was as she was not present. The feeling of the COM is that it is very strong and wishes to continue in its current format for the benefit of the Stadium and its users.

7. Other unlisted general business

Poole and Associates have asked to place a sign on court one scorer’s box and above the drinking fountain in the entry foyer.

**MOTION** That Poole and Associates be offered \$880.00 for the scorers stand signage position, and that Poole & Associates be offered \$440.00 for the signage position over the drinking fountain, and that a package of both signage positions would be discounted to \$1210.00. All prices are inclusive of GST.

Moved J Stewart      Seconded S Davies      **CARRIED**

Next meeting                      18<sup>th</sup> July at the Stadium at 7:00pm

Meeting closed                      9:46pm

Minutes confirmed on \_\_\_/\_\_\_/\_\_\_\_\_

Cameron Whitlock  
Secretary

Chris Jefferies  
Chairman

.....

.....

**SWAN HILL RURAL CITY COUNCIL**

**INSTRUMENT OF DELEGATION**

**TO THE**

**SWAN HILL INDOOR SPORT AND RECREATION CENTRE SPECIAL COMMITTEE**

**RESOLUTION OF COUNCIL**

In the exercise of the powers conferred by sections 86 and 88 of the Local Government Act 1989 ("the Act") Swan Hill Rural City Council RESOLVES THAT:

1. There be established a special committee to be known as the Swan Hill Indoor Sport and Recreation Centre Special Committee "the Committee".
2. The quorum for meetings of the Committee is a whole number that is an absolute majority of members of the Committee.
3. All members of the Committee have voting rights on the Committee.
4. Members of the Committee are exempted under section 81(2A) of the Act from being required to submit a primary return or an ordinary return.
5. The purposes of the Committee are set out in the Schedules to this resolution.
6. There be delegated to the Committee the powers, functions and duties set out in the attached Instrument of Delegation.
7. The Instrument of Delegation -
  - 7.1. comes into force immediately the Common Seal of Council is affixed to it; and
  - 7.2. remains in force until Council decide to vary or revoke it.
8. The powers and functions conferred, and the duties imposed on the Committee must be exercised or performed in accordance with any guidelines or policies that Council may from time to time adopt.
9. Any act of the Committee shall be deemed to be an act of the Council with the subsequent responsibilities and obligations.
10. The Instrument of Delegation be sealed.
11. The Committee is required to report to Council by the end of August on activities for the year ending 30 June including;
  - 11.1 the performance of its functions and duties and the exercise of its powers;

Formatted: Highlight

- 11.2 the financial performance of the Swan Hill Indoor Sport and Recreation Centre;
- 11.3 the development of aims and objectives for the Centre for approval by Council;
- 11.4 any issues relating to the management of the facility which the Committee considers should be reported to Council, or which Council directs should be dealt with in the report.

**SWAN HILL RURAL CITY COUNCIL**

**INSTRUMENT OF DELEGATION**


**TO THE**

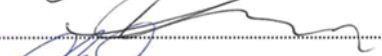
**SWAN HILL INDOOR SPORT AND RECREATION CENTRE SPECIAL COMMITTEE**


Swan Hill Rural City Council ("Council") delegates to the Special Committee established by resolution of Council passed on 9 December 1997, and known as the "Swan Hill Indoor Sport and Recreation Centre Special Committee ("the Committee"), the powers and duties set out in the attached Schedules, and declares that:

- 1. this Instrument of Delegation is authorised by a resolution of Council passed on 27 June 2017
- 2. the delegation:
  - 2.1 comes into force immediately the Common Seal of Council is affixed to this instrument Delegation;
  - 2.2 remains in force until Council resolves to vary or revoke it; and
  - 2.3 is to be exercised in accordance with the guidelines or policies which Council from time to time adopts; and
- 3. all members of the Committee eligible to vote will have voting rights.

**THE COMMON SEAL OF THE SWAN HILL RURAL CITY COUNCIL**  
was hereunto affixed in the presence of:

  
..... Councillor

  
..... Councillor

  
..... Chief Executive Officer

**SCHEDULE 1**

**Purposes Swan Hill Indoor Sport and Recreation Centre  
Special Committee**

The purposes of the Committee are, on behalf of Council -

1. To manage the Swan Hill Indoor Sport and Recreation Centre in order to provide a first class facility for indoor sport and recreation within the municipality.
2. To promote recreational activities to the community.
3. To maintain the Swan Hill Indoor Sport and Recreation Centre with revenue obtained by the management.
4. To provide a diverse range of quality recreation activities at a minimal cost to the users of the Centre.
5. To maximise the use of the Centre.
6. To ensure equitable access to the Centre by each of the participant sports bodies.
7. To ensure representation and participation of all user groups on the Committee.

**SCHEDULE 2****Powers of Delegation of Swan Hill Indoor Sport and Recreation Centre  
Special Committee****1. POWERS AND FUNCTIONS**

To exercise Council's functions and powers to perform Council's duties in relation to the management of the Swan Hill Indoor Sport and Recreation Centre, and for those purposes:

- 1.1. to enter into contracts, and to incur expenditure within the authorised budget, as ratified by Council.
- 1.2. to do all the things necessary or convenient to be done for or in connection with the performance those functions, duties and powers.
- 1.3. to allocate times of use for the user groups, set fees and charges as determined by the authorised budget, resolve disputes between user groups and draw up rules or conditions under which use of the facilities is permitted.
- 1.4. to hire the facility out for use by members of the community.
- 1.5. to employ a Centre Manager and other staff and engage contractors to provide services for the purposes of the facility.
- 1.6. to develop appropriate work directions to staff and provide support in their roles.
- 1.7. to collect fees for use of the facility from the users of the facility.
- 1.8. to undertake the maintenance (running repairs) requirements specified in Schedule 3 noting that Council is responsible for major building and structural maintenance items.
- 1.9. to ensure that all maintenance is undertaken in accordance with Australian Standards and Regulations.
- 1.10. to ensure the facility is kept in a clean, tidy and safe state at all times.
- 1.11. to ensure that the Committee of Management/staff take adequate care to secure the facility after use.
- 1.12. to take action as is necessary to maintain and arrange for security of the facility during periods when the facility is not in use and unoccupied.
- 1.13. to report any breach of security to Council within twenty four (24) hours of the event.

- 1.14. to be responsible for obtaining a police report for any breach of security involving the repair of the facility, i.e. external doors and windows.
- 1.15. to maintain at all times, an up to date register of persons who have access and keys to the facility. A copy of the register shall be supplied to the Council as requested.
- 1.16. to replace any lost or stolen keys.
- 1.17. to ensure the provision of utilities to the facility.
- 1.18. to prepare and distribute and sell or otherwise dispose of any publicity designed to promote the use of the premises in accordance with Council policy.
- 1.19. to submit to Council after due consideration any recommendations for alterations or additions to the premises.
- 1.20. to enter into a contract of insurance in accordance with the requirements of the Workplace Injury Rehabilitation and Compensation Act 2013, which provides the servants, agents and employees and the volunteer workers of the members of the Committee with cover against personal injury or sickness arising from providing goods or services or working in or on the facility.
- 1.21. to ensure all user groups/clubs/associations of the facility possess Public Liability Insurance to the value of \$SM.
- 1.22. to ensure that user groups/clubs/associations of the facility understand that they are responsible for maintaining their own Contents Insurance.
- 1.23. to develop appropriate hire agreements with users which detail conditions of use and include appropriate indemnity clauses as stipulated by Council.
- 1.24. to observe and comply with the provisions of any Statute, by-law or regulation (including any regulation for the care, protection and management of the facilities made from time to time) which are applicable to the facilities or to any matter or thing done or occurring thereon.
- 1.25. to develop and maintain an annual budget to be approved by Council by the end of April each year.
- 1.26. to permit the Council by its servants and agents at all reasonable times to enter upon the Centre with a view to inspecting the condition of the Centre.
- 1.27. to permit the Council through the Municipal Emergency Control Centre (MECC) to utilise the Centre for the purposes of Emergency Management.

## 2. FINANCIAL ADMINISTRATION

- 2.1. The Committee shall be responsible for meeting the cost of managing the facility and shall meet that cost from the fees collected from users of the facility and any other income.
- 2.2. Council will be responsible for payment of the cost of the facility's Building Insurance and Building Contents Insurance up to the value of \$50,000.
- 2.3. The manager shall receive all monies and issue receipts and shall pay all accounts which shall have been passed for payment by the Committee.
- 2.4. All accounts must be paid by cheque or electronic funds transfer. Cheques are to be signed by the Centre Manager and countersigned by the Treasurer or authorised member of the Committee. Online banking accounts must require two members of the committee to confirm any payments made via electronic funds transfer. All payments are to be reported to the committee at its next meeting.
- 2.5. The Committee must ensure that all monies received from the operation of the facility are promptly paid into a bank account in the name of the Swan Hill Indoor Sport and Recreation Centre Special Committee. Amounts shall only be drawn from that account by signature of the Centre Manager and another authorised member of the Committee.
- 2.6. Adequate books of account are to be submitted to the Swan Hill Rural City Council with an Annual Report and financial statement within two (2) months of 30 June each year. This financial statement is to be audited. The report should set out in adequate detail income and expenditure (including income owing but not received and debts owing but not paid) in respect of the use, operation and maintenance of the facility for such financial year together.
- 2.7. The Committee is to submit to Council an annual budget showing the proposed operations of the Committee and detailing proposed fees and charges by the end of April each year.
- 2.8. The Committee is required to make provision for future repairs by setting aside funds which in the opinion of the Committee will be required to finance or partly finance repairs to be carried out by it at some time in the future.
- 2.9. The Committee shall invest any surplus funds or funds set aside pursuant to clause 2.7 in such investment or investments as are allowed by law for the time being for the investment of trust funds.
- 2.10. The Committee may conduct fundraising activities and the proceeds shall be used to achieve the objectives set in this Instrument of Delegation.



### 3. EXCEPTIONS, CONDITIONS AND LIMITATIONS

- 3.1. In accordance with Section 86(4) of the Act, the Committee shall not have the power to:
  - a) Delegate any of its functions, duties or powers
  - b) Declare a rate or charge
  - c) Borrow money, or
  - d) Enter into contracts for an amount which exceeds the budget as authorised by Council.
- 3.2. The Committee is not permitted to display upon the Centre any notices, placards, advertisements or bills of any description connected with tobacco or alcohol and to immediately comply with all reasonable direction issued in writing by the Council relating to the manner of display and content of notices, placards, advertisements or bills of any description.
- 3.3. The Committee shall not make any alteration or addition to the Centre except and in accordance with the written consent or direction of the Council.
- 3.4. The Committee shall not install upon the Centre without the written consent of the Council any fixtures or fittings other than those reasonably required for the permitted use.
- 3.5. The Committee is not to allow the Centre to be used in a manner which may cause a nuisance.
- 3.6. All staff are to be appointed in accordance with Council's employment policies and guidelines.

### 4. FORMAT AND OPERATIONAL PROCEDURES OF THE SPECIAL COMMITTEE

- 4.1. The Committee will consist of seven (7) members which shall comprise:
  - a) ~~one Swan Hill Netball competition representative;~~
  - b) two Swan Hill Basketball Association representatives;
  - c) one Swan Hill Badminton Association representative;
  - d) one Swan Hill ~~Soccer League~~ Futsal Association representative;
  - e) one Swan Hill Centre Squash Club representative;
  - f) one of the Swan Hill Rural City Council Councillors ~~(the Councillor will not have voting rights).~~

The Centre Manager will attend all committee meetings on an ex officio basis (not entitled to vote).

- 4.2. Any future sporting organisation that becomes a principal user body will have the right to make application to the Committee for representation on the Committee and a recommendation on this application is to be made to the Council by the Special Committee.

- 4.3. The Committee shall meet for ordinary business on a minimum bi-monthly basis. The Committee may meet on a monthly basis if required.
- 4.4. The Committee shall at each Annual General Meeting nominate representatives via an election process. These nominations are to be submitted to Council for approval. No person nominated shall become a member of the Committee until the Council has been given advice in writing of his or her name and address and has passed a resolution appointing them as a member.
- 4.5. A member of the Committee appointed under Clause 4.4 shall hold office for a period not exceeding one year but shall be eligible for re-appointment.
- 4.6. If any appointed member of the Committee -
- a) Is absent without apology from three consecutive meetings of the Committee;
  - b) Is convicted of an indictable offence or of an offence which, if committed in Victoria, would be an indictable offence;
  - c) Becomes incapable of performing the duties of his or her office;
  - d) Has his or her appointment revoked;
  - e) Resigns his or her office; or
  - f) Dies
- That person's position as a member of the Committee shall become vacant.
- 4.7. Written or email notice of each meeting of the Committee shall be served by the Secretary on each member of the Committee by either delivering it to the member at least forty eight (48) hours before the meeting or by sending it by pre-paid post addressed to him or her at his or her usual or last known place of abode at least three business days before the date of the meeting.
- 4.8. The Committee shall not proceed to the transaction of business unless there are at least four (4) members of the Committee present.
- 4.9. Each member present at a meeting of the Committee eligible to vote is entitled to one vote. In the event of an equality of votes on any question, the Chairperson may exercise a second or casting vote.
- 4.10. The Committee shall advise Council of the date and venue of the forthcoming Annual General Meeting, at least three (3) weeks prior to the meeting, to enable the meeting to be publicised in the local newspaper.
- 4.11. At the Annual General Meeting of the Committee, members of the Committee shall elect:
- a) Chairperson
  - b) Treasurer (usually the Centre Manager)
  - c) Secretary, and
  - d) Such other officers as the Committee deems necessary

- 4.12. The Committee shall provide the Council with a copy of the minutes of each Annual General Meeting, including reports submitted by the Chairperson and Treasurer.
- 4.13. The Committee shall be responsible for filling any casual vacancy which occurs on the Committee. The person who fills the vacancy shall hold office until the next Annual General Meeting.
- 4.14. In the event that Committee members cannot attend general meetings of the Committee, they may note their absence via an apology or nominate another member of their group to act as proxy in their absence.
- 4.15. The Chairperson, in accordance with Section 93(3) of the Local Government Act, shall arrange for the minutes of each meeting to be kept, but may delegate this task to the Secretary.
- 4.16. Under Section 89 (1) of the Act, the Committee is required to ensure that general meetings are to be opened to the public. The Committee, under Section 89(2), has the discretion to close a general meeting or a proportion of the meeting to discuss any of the following matters:
- a) Personnel matters
  - b) The personal hardship of any resident or ratepayer
  - c) Industrial matters
  - d) Contractual matters
  - e) Proposed developments
  - f) Legal advice
  - g) Matters affecting the security of Council property
  - h) Any other matter which the Council or Committee considers would prejudice the Council or any person, or
  - i) A resolution to close the meeting to members of the public.
- 4.17. If the Committee resolves to close a meeting to members of the public the reason must be recorded in the minutes of the meeting.
- 4.18. The Secretary of the Committee with the assistance of the Centre Manager, shall:
- a) Accurately record the minutes of each meeting and distribute them after the meeting;
  - b) Organise meetings of the Committee, including advising Committee members of the meeting, preparing and distributing meeting agendas and minutes and organising the venue;
  - c) Report on incoming correspondence to the Committee and conduct outgoing correspondence according to the instructions of the Committee;
  - d) Be the contact person for the Council, correspondence and other business.
- 4.19. The Treasurer shall:

- a) Ensure that receipts are issued for all money received;
- b) Ensure that all income and outgoing money is correctly recorded;
- c) Ensure that money is deposited within three (3) days of receipt;
- d) Ensure that accounts are paid on time and reconciled with each bank statement;
- e) Prepare a monthly financial statement for presentation to the Committee;
- f) Prepare the annual financial reports for auditing and presentation at the Annual General Meeting.
- g) Prepare annual financial reports to Council. Such reports are to clearly specify progress made towards the approved budget targets.

4.20. The Chairperson of the Committee with the assistance of the Centre Manager shall:

- a) Preside over meetings and ensure the proper and orderly conduct of meetings;
- b) State the time, date and venue of the next meeting;
- c) Work with the Secretary/Centre Manager to prepare agendas and minutes;
- d) Assist the Treasurer to prepare the budget and the annual financial report;
- e) Prepare an annual report to Council.

4.21. The Committee's Chairperson shall chair all meetings of the Committee. If the Chairperson is absent at any meeting or not present within fifteen (15) minutes of the appointed meeting commencement time, the Committee shall nominate one of the members to chair the meeting.

#### 5. SUB COMMITTEES

The Committee may at any meeting, appoint sub committees for any purpose. The Chairperson shall be appointed from the Special Committee. Such sub committees shall consist of members of the Special Committee and have the power to recommend proposals as it thinks fit.

#### 6. DISSOLUTION

- 6.1. The Committee may at any meeting, agree to disband and hand over its responsibilities to the Council.
- 6.2. If the Committee does not fulfil its obligations as laid down by the Instrument of Delegation, the Council may disband the Committee upon notice to the effect being given by Council to the Committee members.
- 6.3. The Chairperson shall, in either case, within one month arrange for:
  - a) A financial statement to be prepared, audited and presented to Council.
  - b) The Committee's bank account to be closed and the balance paid to Council.
  - c) All keys to the building formerly under the management of the Committee to be handed over to Council.

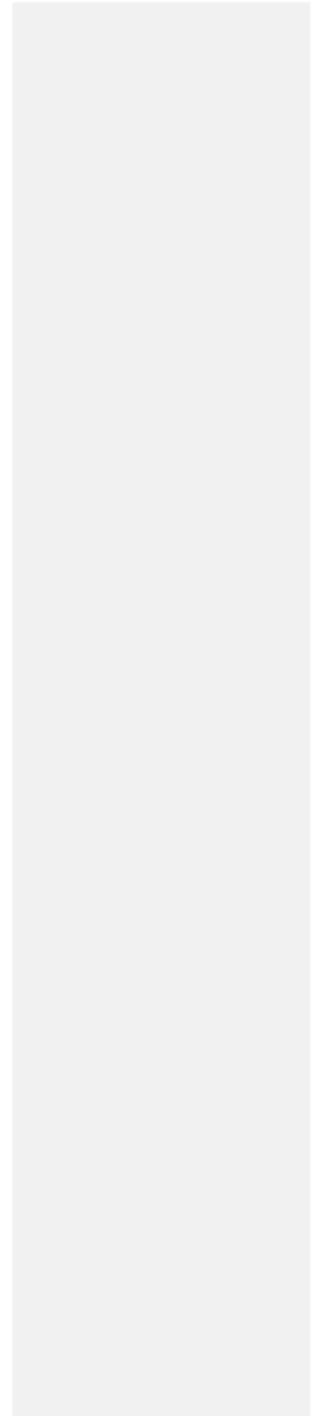
SCHEDULE 3

Maintenance Responsibilities of the Swan Hill Indoor Recreation Centre Special Committee

DESCRIPTION	COMMITTEE'S RESPONSIBILITIES	COUNCIL'S RESPONSIBILITIES
Maintenance Program	To prepare annually for approval by Council a program of building maintenance including a monetary allocation for running repairs.	None
Normal Service Agreements/Contracts	Maintain any existing formal service agreement and contract entered in to by Council for such items as: servicing of air-conditioning systems, pest control, fire alarm systems testing, fire service/fire extinguisher testing/emergency lighting/exit sign testing, goods lift maintenance etc. No other agreements can be entered into where Council already has a formal service agreement.	None
Running Repairs	<p>Running repairs are generally categorised as those repairs which are considered to be of a minor nature and generally do not exceed \$1,000 for any one repair, for example:-</p> <ul style="list-style-type: none"> <li>• Initial tradesman service calls,</li> <li>• Burst/leaking water pipes,</li> <li>• Changing light fittings</li> <li>• Leaking roofbox gutters,</li> <li>• Door/door lock repairs,</li> <li>• Toilet repairs eg. Cisterns/toilet seats etc,</li> <li>• Removal of graffiti,</li> <li>• Reinstatement of vandalism damage,</li> <li>• Broken windows,</li> <li>• Repair of hot water services,</li> <li>• Components of air conditioners,</li> <li>• Repair of curtains,</li> </ul> <p>Financial assistance for running repairs in excess of \$1,000 for any one repair will be subject to negotiation with Council where Council may contribute the required funds in excess of \$1,000.</p>	None
Periodic Maintenance	<p>Repairs which can be programmed and readily identified during the annual maintenance inspection regime for inclusion in the budgetary process e.g.</p> <ul style="list-style-type: none"> <li>• Scheduled internal and external painting,</li> <li>• Servicing of air conditioning units</li> <li>• Carpet floor coverings,</li> <li>• Roof plumbing,</li> <li>• Internal/external wall cladding repairs,</li> <li>• Removal of asbestos linings,</li> <li>• Re-blocking,</li> <li>• Re-sanding and resealing of timber floors,</li> <li>• Replacement of defective plumbing fixtures/fittings,</li> <li>• Upgrade of security lighting.</li> </ul>	All

C:\Users\alindsay\AppData\Local\Temp\Temp1\_Attachments for Council reports.zip\Instrument of Delegation to the SH Indoor Sport and Recreation.doc Page 12 of 13

Major Maintenance	<p>Those items which may constitute a significant impact upon the overall fabric and of a particular building eg.</p> <ul style="list-style-type: none"> <li>• Re-roofing of buildings,</li> <li>• Removal of significant quantities of asbestos linings,</li> <li>• Replacement of air conditioning plant and equipment</li> <li>• Complete re-paint of a building both internal and external,</li> <li>• Removal of wall/remodelling,</li> <li>• Underpinning, re-blocking,</li> <li>• Repair/ replacement of floors and</li> <li>• Resealing of car park.</li> </ul>	All
Capital Works	<p>New buildings and facilities, major building improvements including extensive remodelling/renovation, additions, upgrade of amenities. Will require reference to Council's annual Capital Works Programme or Community Assistance Schemes for consideration.</p>	All



## **B.18.55 2018/19 COMMUNITY DEVELOPMENT FUNDING PROGRAM**

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

### **Declarations of Interest:**

Heather Green - 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 2018-2019 Community Grants Program (Community Development Fund and Events Support Fund), and makes recommendations about how grants should be awarded.

### **Discussion**

#### **Community Development Fund**

The Community Development Fund provides up to \$5,000 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.
- Club capacity (training, business plans etc)

A committee comprising of the Chief Executive Officer, The Mayor, Cr Jeffery, Works Manager, Community Development Officer and Community Recreation and Grants Officer evaluated all applications against the 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

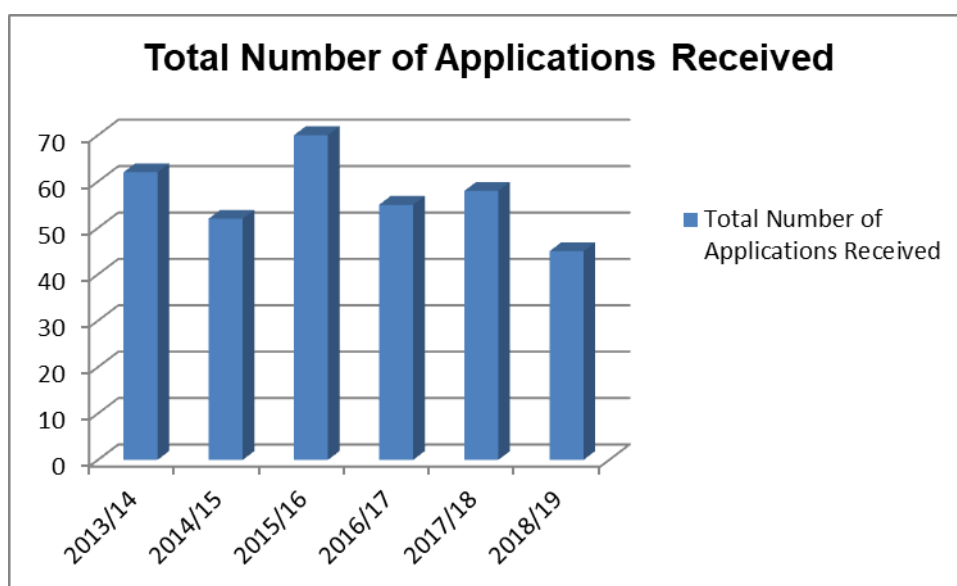


- Availability of alternative facilities – Are there other viable options/ alternatives?
- Any other evidence of demand – how much is the project needed?
- Long term viability of applicant organisation.
- Level of cash or in-kind contribution – what is the organisation contributing to the project? Are 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 45 applications this round. This is compared to 58 applications in 2017/18 and 55 applications in 2016-17.

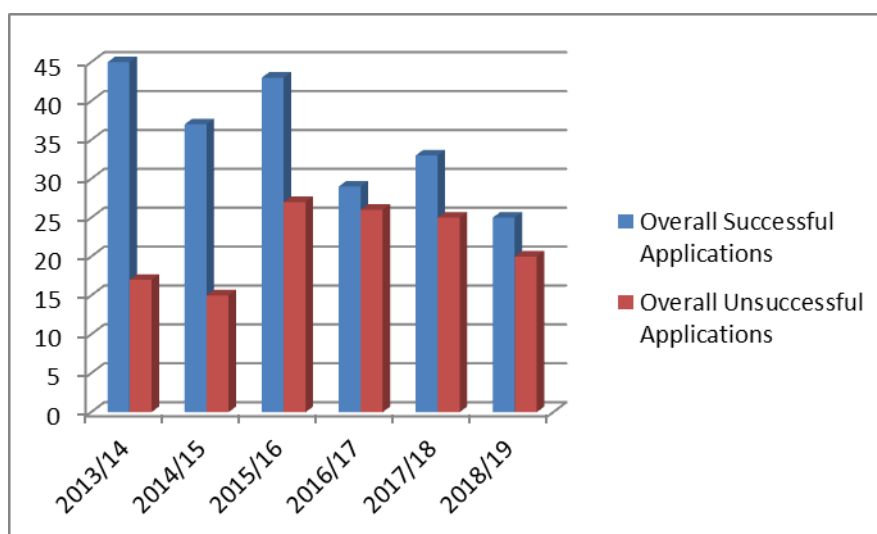
Below is a snapshot of the number of applications received in comparison with previous years.



### Successful Versus Unsuccessful Grant Projects

Of the 45 applications received this round, 56% (25) are recommended for approval and 44% (20) are not. This is compared to 57% successful and 43% unsuccessful in 2017/18.

Below is a snapshot of the number of successful and unsuccessful Community Development Fund Grants compared to previous years along with recommendations for 2018/19.



### Successful Grants

The total value requested from Council by all 45 applicants in this round was \$173,830.

The funds available are able to support 25 projects up to the value of \$100,054.75. Successful applicants will contribute approximately \$108,000 cash, in kind and sponsorship/other funding to match Council's funds. This will result in \$208,000 worth of community projects being completed by 30 April 2019.

A broad cross-section of projects has been recommended for approval covering a breadth of townships throughout the municipality including: Swan Hill, Robinvale, Lake Boga, Nyah, Manangatang and Ultima.

Below are the Community Development Fund projects recommended for approval:

Name of Organisation	Project name	Value Funded	Value Requested
1st Lake Boga Sea Scouts	Kitchen Upgrade	\$ 5,000.00	\$ 5,000.00
Lake Boga Junior Sporting Club	Tumbling Tracks	\$ 2,200.00	\$ 4,450.00
Lakeside Golf Club	Golf Cart Shed	\$ 5,000.00	\$ 5,000.00
Manangatang Swimming Pool	Storage Facility	\$ 3,000.00	\$ 3,000.00
Mid Murray Pistol Club	Upgrade and expansion of Shooting Range	\$ 5,000.00	\$ 5,000.00
Nyah District Men's Shed Inc	OH&S Safety Equipment	\$ 3,000.00	\$ 3,000.00
Nyah Nyah West United Football and Netball Club	Netball Court Upgrade	\$ 5,000.00	\$ 5,000.00

**SECTION B - REPORTS**

17 July 2018

Robinvale and District Cricket Association Inc.	Synthetic Cricket Pitch Replacement	\$ 2,500.00	\$ 2,500.00
Robinvale Euston Football Netball Club & Robinvale Netball Association	Riverside Park Netball Tennis Court, Lighting and Change Rooms Design	\$ 5,000.00	\$ 5,000.00
Robinvale Pistol Club Inc	Reactive targets and ground works	\$ 5,000.00	\$ 5,000.00
Rotary Club of Robinvale-Euston	Rotary Park in Robinvale	\$ 500.00	\$ 500.00
Speewa Heritage Collectors Club	Air Conditioner	\$ 4,000.00	\$ 5,000.00
St Mary's Tyntynder Cricket Club Inc	Replacement Cricket Pitch Roller	\$ 1,965.00	\$ 1,965.00
Swan Hill Bowls Club Inc	Installation of Access Ramp, Upgrade toilets and new bar benchtop	\$ 3,700.00	\$ 3,700.00
Swan Hill Cemetery Trust	Upgrade to Toilets	\$ 5,000.00	\$ 5,000.00
Swan Hill Clay Target Club	Kitchen Upgrade	\$ 5,000.00	\$ 5,000.00
Swan Hill Junior Soccer League Inc	Soccer Nets, Coaches & Referee Development Program	\$ 5,000.00	\$ 5,000.00
Swan Hill Lawn Tennis & Croquet Club Inc.	Playground Upgrade	\$ 5,000.00	\$ 5,000.00
Swan Hill Neighbourhood House	Irrigation System	\$ 5,000.00	\$ 5,000.00
Swan Hill Sporting Car Club	New Water Tanks	\$ 5,000.00	\$ 5,000.00
Swan Hill Theatre Group	Roller Door	\$ 5,000.00	\$ 5,000.00
Tyntynder Football Netball Club	Ball Catching Nets	\$ 3,939.70	\$ 3,939.70
Ultima Lions Club Inc	Re-cladding of Rotunda and Upgrade to BBQ	\$ 1,500.00	\$ 1,500.00
Ultima Progress Association Inc.	Replace Roofing	\$ 5,000.00	\$ 5,000.00
Woorinen South Pres School Inc	Install swing frame, seating, planter boxes and upgrade garden edging.	\$ 3,750.00	\$ 3,750.00

**\$100,054.70    \$103,304.70**

Each application has strong reasons for recommending it. An example of one proposal is -

the expansion and upgrade of the Mid Murray Pistol Clubs shooting ranges which will involve the expansion of range one to increase competitor capacity and construction of a safety wall between ranges one and two.

The development of the ranges is expected to; increase Club membership, provide the Club the ability to host a number of additional club competitions and provide them the opportunity to apply for the ISSF State Titles.

### Unsuccessful Grant Projects

Below are the 20 unsuccessful projects:

<b>Name of organisation</b>	<b>Project name</b>	<b>Value Requested</b>	<b>Reason</b>
Lake Boga Football Netball Club	Green space and concept plans	\$ 5,000.00	Concept plans of facility upgrade already completed. Green space elements already part of scope of Lake Boga Reserve Playground Project being funded through SRV, Council and the Club.
Mallee T.O.W.N Club	Laptop and Cupboard	\$ 600.00	Low panel rating
Manangatang Swimming Pool Inc	Equipment	\$ 600.00	Submitted two applications. Other project was funded.
Nyah District Primary School	Shading the multi-use play space	\$ 5,000.00	Responsibility of other agencies or government departments
Piangil Fire Brigade	Fridge/ladder/laptop project	\$ 3,000.00	Responsibility of other agencies or government departments
Residents and Ratepayers Association Inc	Digital archiving of Association documents	\$ 1,000.00	Low panel rating
Robinswood Homestead Association	Garden Equipment	\$ 500.00	Low panel rating
Robinvale and District Seniors	Bus Hire for Day Trip	\$ 650.00	Low panel rating

**SECTION B - REPORTS**

17 July 2018

Swan Hill District Agricultural & Pastoral Society Inc	Mobile Cattle Ramp	\$ 3,600.00	Low panel rating
Swan Hill District Health - Health Promotion	Visitors and Community Comfort Centre Awareness Project	\$ 3,000.00	Low panel rating
Swan Hill Football Netball Club	SHFNC Clubrooms Concept Plan	\$ 2,500.00	Low panel rating
Swan Hill Genealogical & Historical Society Inc	Swan Hill Guardian Digitisation - Two years of Newspapers	\$ 5,000.00	Did not acquit grant within extension timeline in 17/18 round.
Swan Hill Rostered Playgroup Inc	Resource Upgrade	\$ 1,370.00	Low panel rating
Swan Hill Specialist School	Concrete paths in the community garden	\$ 5,000.00	Responsibility of other agencies or government departments
Tyntynder South Hall Dance Group Inc	Replace the roof cladding on the Tyntynder South Hall	\$ 5,000.00	Project completion is reliant on other external funding yet to be identified.
Tyntyndyer Homestead	Paved access areas	\$ 5,000.00	Low panel rating
Waitchie and District Landcare Group	Waitchie Cemetery Information Enclosure	\$ 3,950.00	Low panel rating
Wemen Progress Association	Healthy Rainwater for Wemen Hall	\$ 4,282.00	Low panel rating
Woorinen District Progress Association	Tennis Court Fencing	\$ 12,474.00	Low panel rating. Maximum value of fund is \$5,000.
Woorinen Football Netball Club	Woorinen FNC Honor Boards	\$ 3,000.00	Low panel rating

**\$ 70,526.00**

**Event Support Fund**

The Event Support Fund provides grants and in-kind support to community groups and event organisers to develop new or existing events.

Events funded may include:

- New or emerging events

- Existing events which provide significant economic and/or social benefit to the region
- Existing events that have been funded for more than three years will have to show a new or innovative element to their event to continue to receive funding.

A committee comprising of the Chief Executive Officer, Director Development & Planning, Manager Cultural Development & Libraries, Works Manager and two Councillor Representatives (The Mayor and Cr Jeffrey) evaluated all applications against set criteria.

In considering the level of support for an event, the following factors were taken into account to determine priorities for funding, through a weighted evaluation process:

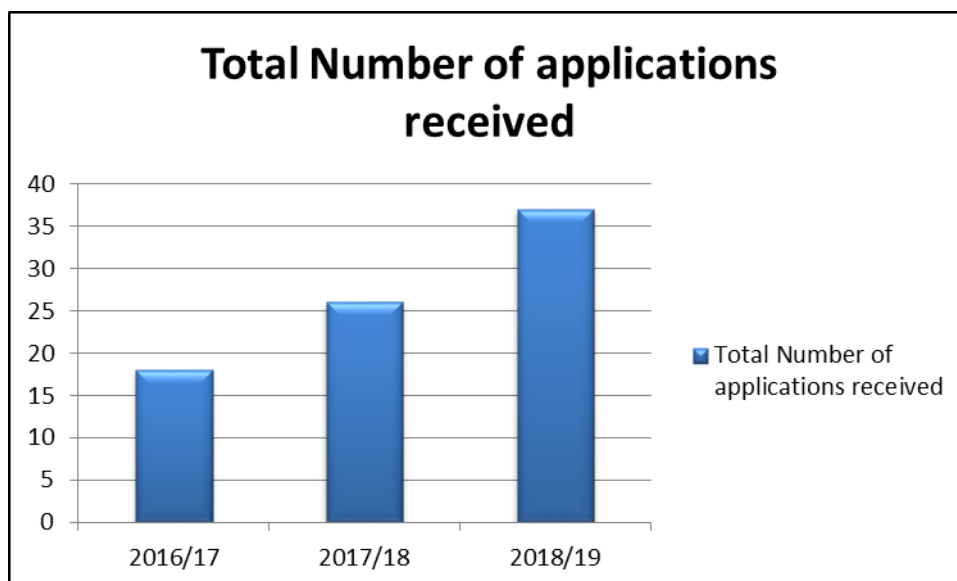
- Economic impact/number of day and overnight visitors (30 per cent).
- Social benefit to the region (20 per cent).
- Contributing to the region, including alignment with the region's tourism objectives or ability to positively contribute to the profile of the region and providing opportunities to engage with or showcase our cultural, arts or leisure elements (20 per cent).
- Events offering innovative elements (10 per cent).
- Showcasing and developing skills of individuals and community groups (10 per cent).
- Ability to grow the event (number of participants or economic impact) (10 per cent).

### **Applications Received**

Council received 37 applications for the 2018/19 Event Support Fund, (one of which was ineligible for assessment due to the event already receiving notification for funding through the Major Event Support Scheme). This is an increase on the total number of Major Event Support Scheme (MESS) applications received in 2017/18 (where 26 applications were received).

The total value requested from Council by all applicants in this round was \$164,120.

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



The sharp increase in applications is assumed to be partly due to the review of grant programs which occurred late 2017, resulting in all events (small and large) being directed to apply for Event Support Fund, rather than through the Community Development Fund or Community Support Fund, as they had in the past.

Council officers also believe the increased communication and promotion of Council's new event funding program also played a part in the increase in applications. It is hoped with continued promotion each year, the number and quality of applications will continue to rise.

With the review of the events funding program, Council emphasised that particular consideration would be taken to support new events or those events which showcase innovation.

This year Council received a number of new events, including the Swan Hill Things With Strings Festival, a weekend festival held at multiple venues across the town, celebrating music made by any instruments with strings.

### **Successful Versus Unsuccessful Grant Projects**

The committee recommended that of the 37 applications received in this funding round, 32 (86%) should be funded and 5 (14%) not funded. In 2017/18, just one of the 26 MESS applications received was deemed unsuccessful for funding, and in 2016/17 four of the 18 MESS applications received were unsuccessful (typically due to submissions being received too late).

## Successful Grants

Council's Event Support Fund budget is \$76,000, an increase of \$26,000 with the inclusion of the 2018/19 New Year's Eve budget into the Event Support Fund pool. Events recommended for support by Council in the coming financial year will result in a total effect in excess of \$5.6 million on the local economy, as well as multiple social benefits including increased participation, socialisation and cross-cultural networking.

A broad cross section of events has been recommended for support, covering a breadth of townships throughout the municipality including: Swan Hill, Robinvale, Lake Boga, Nyah, Woorinen and Manangatang.

The application's recommended for funding for 2018/19 are:

Event	In-kind awarded	Sponsorship awarded	Total Value
2019 Robinvale Euston 80 Ski Race	traffic management, provision of signage, additional cleaning and subsidised venue hire.	\$1,300.00	\$3,000.00
Bowls Victoria Womens Region Sides Championship		\$1,000.00	\$1,000.00
Chinkapook Christmas Tree		\$ 250.00	\$ 250.00
Film Festival		\$1,000.00	\$1,000.00
International Tabletop Day		\$ 500.00	\$500.00
Lake Boga Yacht Club Easter Regatta 2019		\$1,000.00	\$1,000.00
Life Explosion Free Community day		\$500.00	\$ 500.00
Mallee home business expo 2018		\$500.00	\$ 500.00
Mallee Almond Blossom Festival	traffic management, provision of signage, additional cleaning and subsidised venue hire.	\$3,500.00	\$5,000.00
Manangatang Cup		\$1,500.00	\$1,500.00
Massive Murray Paddle		\$2,000.00	\$2,000.00
Men's Health Night	subsidised venue hire.	\$ -	\$500.00
Mental Health Week Event	subsidised venue hire.	\$ -	\$500.00
Moon Festival	erection of street banners, traffic	\$1,000.00	\$1,500.00



**SECTION B - REPORTS**

17 July 2018

	management and provision of signage.		
NAIDOC Dreamtime Ball	subsidised venue hire.	\$500.00	\$1,000.00
Nyah District Christmas Carnival	provision of signage.	\$1,250.00	\$1,500.00
NYE Family Concert	Need to negotiate terms of agreement - potential to arrange a prepayment. In kind signage, cleaning	\$30,000.00	\$30,650.00
Robinvale NAIDOC Week	subsidised venue hire.	\$500.00	\$1,000.00
SHBA Veterans Badminton tournament		\$1,000.00	\$1,000.00
Speewa Heritage Collectors Club 8th Annual Rally		\$750.00	\$750.00
Swan Hill Bowls Autumn Carnival		\$1,000.00	\$1,000.00
Swan Hill Community carols by Candlelight	waste removal of ten bins.	\$200.00	\$400.00
Swan Hill Field & Game 30th Anniversary 2 day event		\$500.00	\$500.00
Swan Hill Jockey Club 3 Day Racing Carnival		\$2,000.00	\$2,000.00
Swan Hill Junior Invitational Basketball Tournament	subsidised venue hire.		\$3,000.00
Swan Hill Kart Club - Golden Power Series Event		\$1,000.00	\$1,000.00
Swan Hill Region Food & Wine Festival	Pioneer Settlement venue hire.	\$5,000.00	\$10,000.00
Swan Hill Things With Strings Festival	traffic management and provision of signage.	\$9,000.00	\$10,000.00
Victorian Association Croquet Country Regional Championships		\$500.00	\$500.00
Voyage Fitness Riverside Tri	provision of bollards, additional cleaning and street sweeping.	\$1,500.00	\$2,000.00
Western Vic		\$250.00	\$250.00

**SECTION B - REPORTS**

17 July 2018

Association of Historical Societies AGM			
Woorinen Winter Solstice Festival		\$1,000.00	\$1,000.00
	<b>Total</b>	<b>\$70,000.00 (sponsorship only)</b>	<b>\$86,300.00 (sponsorship and in-kind)</b>

The panel has allocated a total of \$70,000 in sponsorship, and a further \$16,300 in logistical support which will need to be absorbed by department budgets as has been the usual practice. This allows \$6,000 in reserve for any events Council wish to support an event during the coming year.

**Unsuccessful Grants**

The unsuccessful Event Support Fund applications for 2018/19:

Event	Request	Unsuccessful reason
50 Year Reunion	\$1,400.00	This event is outside the scope of the Event Support Fund program and does not provide significant economic or social benefit to the region.
Australia Day Breakfast	\$1,000.00	Australia Day funding distribution is currently under review, community groups will be further consulted in the near future.
New Years Eve Celebrations	\$25,000.00	Council wish to support a New Year's Eve event which offers a variety of entertainment beyond the provision of fireworks.
Swan Hill Agricultural & Pastoral Society Inc.	\$5,000.00	This event has already been awarded \$1,000 grant funding for the 2018 through the Major Event Support Scheme. A letter of successful notification was mailed to Reginald Packer on 20 April 2018.
Swan Hill Region Food and Wine Festival (Inland Wine Show)	\$2,000.00	This event forms part of the Swan Hill Region Food & Wine Festival and cannot be supported as a stand-alone event. Council encourages the Australian Inland Wine Show Inc to commence discussions with Swan Hill Incorporated to identify opportunities to partner or create an independent event opportunity in order to receive funding through the Event Support Fund in the future.

**Online Submissions**

Based on the success of the Community Grants' online application process in previous years, in 2018-19, Council introduced the online-only grant application process.

The online portal gave applicants the ability to complete their application online, with the option to save and return to the submission for up to thirty days. To assist with the transition, Council officers held workshops in Swan Hill and Robinvale, as well as offering support in-person and over the phone.

The new online portal was produced in-house by Council's IT department, which proved beneficial when applicants encountered any problems with their application.

The online submission process reduces the administration associated with grant applications, but has some minor deficiencies which are not user friendly for the applicant (eg. inability to scan ahead and review the question's prior to completing the first stage), which IT are working to resolve for the next grants round.

Council officers will continue to review the process and identify areas for improvement for the 2019/20 round, but overall the transition to an online grants process has been very positive.

### **Consultation**

Council's media department distributed two media releases, one on Monday 7 May and another on Tuesday 5 June which was published in The Guardian and The Sentinel. The community grants program was also promoted through a specific grants mailing list and via Council's social media with additional 'boosts' to ensure coverage to the whole municipality.

Two grants launch events were held (in Swan Hill and Robinvale) to discuss the changes to the grants programs and giving the community the opportunity to ask questions and preview the new online application forms.

### **Financial Implications**

Council set aside \$100,000 for the Community Development Fund grants program and \$76,000 for the Event Support Fund (including New Year's Eve). It should be noted that some events funded in the past received funds from the community development and community support funds. In next year's budget it will be necessary to adjust the two funds to better reflect this.

Council will also provide in-kind support (waiving fees for traffic management, provision of signage, additional cleaning and venue hire) to the value of \$16,300.

### **Social Implications**

By providing funding for projects and events 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 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.

Projects to the value of \$208,000 will be completed by community organisations by 30 April 2019.

Events supported by the Event Support fund this year have a total effect in excess of \$5.6million on the local economy.

### **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**

Applicant organisations responsible for completing projects on Council owned or managed land will be required to enter into an Agreement with Council. This will be to ensure that the applicant organisation is aware of their responsibilities in terms of delivering the project safely, by qualified persons, to relevant standards and with appropriate insurances in place.

All events supported through this program that are to be held on Council owned or managed property must adhere to Council's Event Management process to ensure safe event management practices.

### **Council Plan Strategy Addressed**

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

### **Options**

1. Endorse the recommendations in this report.
2. Make changes to the recommendations presented, or
3. Take any other action as determined.

## Recommendations

### That Council:

#### 1. Approve the following 2018/2019 Community Development Fund and Event Support Fund grant recipients

<b>Community Development Fund</b>		
<b>Name of Organisation</b>	<b>Project name</b>	<b>Total Value</b>
1st Lake Boga Sea Scouts	Kitchen Upgrade	\$ 5,000.00
Lake Boga Junior Sporting Club	Tumbling Tracks	\$ 2,200.00
Lakeside Golf Club	Golf Cart Shed	\$ 5,000.00
Manangatang Swimming Pool	Storage Facility	\$ 3,000.00
Mid Murray Pistol Club	Upgrade and expansion of Shooting Range	\$ 5,000.00
Nyah District Men's Shed Inc	OH&S Safety Equipment	\$ 3,000.00
Nyah Nyah West United Football and Netball Club	Netball Court Upgrade	\$ 5,000.00
Robinvale and District Cricket Association Inc.	Synthetic Cricket Pitch Replacement	\$ 2,500.00
Robinvale Euston Football Netball Club & Robinvale Netball Association	Riverside Park Netball Tennis Court, Lighting and Change Rooms Design	\$ 5,000.00
Robinvale Pistol Club Inc	Reactive targets and ground works	\$ 5,000.00
Rotary Club of Robinvale-Euston	Rotary Park in Robinvale	\$ 500.00
Speewa Heritage Collectors Club	Air Conditioner	\$ 4,000.00
St Mary's Tyntynder Cricket Club Inc	Replacement Cricket Pitch Roller	\$ 1,965.00
Swan Hill Bowls Club Inc	Installation of Access Ramp, Upgrade toilets and new bar benchtop	\$ 3,700.00
Swan Hill Cemetery Trust	Upgrade to Toilets	\$ 5,000.00
Swan Hill Clay Target Club	Kitchen Upgrade	\$ 5,000.00
Swan Hill Junior Soccer League Inc	Soccer Nets, Coaches & Referee Development Program	\$ 5,000.00
Swan Hill Lawn Tennis & Croquet Club Inc.	Playground Upgrade	\$ 5,000.00
Swan Hill Neighbourhood House	Irrigation System	\$ 5,000.00
Swan Hill Sporting Car Club	New Water Tanks	\$ 5,000.00
Swan Hill Theatre Group	Roller Door	\$ 5,000.00
Tyntynder Football Netball Club	Ball Catching Nets	\$ 3,939.70
Ultima Lions Club Inc	Re-cladding of Rotunda and Upgrade to BBQ	\$ 1,500.00
Ultima Progress Association Inc.	Replace Roofing	\$ 5,000.00
Woorinen South Pres School Inc	Install swing frame, seating, planter boxes and upgrade garden edging.	\$ 3,750.00
		<b>\$100,054.70</b>

<b>Event Support Fund</b>	
<b>Event</b>	<b>Total Value</b>
2019 Robinvale Euston 80 Ski Race	\$3,000.00
Bowls Victoria Womens Region Sides Championship	\$1,000.00
Chinkapook Christmas Tree	\$250.00
Film Festival	\$1,000.00

**SECTION B - REPORTS**

17 July 2018

International Tabletop Day	\$500.00
Lake Boga Yacht Club Easter Regatta 2019	\$1,000.00
Life Explosion Free Community day	\$500.00
Mallee home business expo 2018	\$500.00
Mallee Almond Blossom Festival	\$5,000.00
Manangatang Cup	\$1,500.00
Massive Murray Paddle	\$2,000.00
Men's Health Night	\$ 500.00
Mental Health Week Event	\$500.00
Moon Festival	\$1,500.00
NAIDOC Dreamtime Ball	\$1,000.00
Nyah District Christmas Carnival	\$1,500.00
NYE Family Concert	\$30,650.00
Robinvale NAIDOC Week	\$1,000.00
SHBA Veterans Badminton tournament	\$1,000.00
Speewa Heritage Collectors Club 8th Annual Rally	\$750.00
Swan Hill Bowls Autumn Carnival	\$1,000.00
Swan Hill Community carols by Candlelight	\$400.00
Swan Hill Field & Game 30th Anniversary 2 day event	\$500.00
Swan Hill Jockey Club 3 Day Racing Carnival	\$2,000.00
Swan Hill Junior Invitational Basketball Tournament	\$3,000.00
Swan Hill Kart Club - Golden Power Series Event	\$1,000.00
Swan Hill Region Food & Wine Festival	\$10,000.00
Swan Hill Things With Strings Festival	\$10,000.00
Victorian Association Croquet Country Regional Championships	\$500.00
Voyage Fitness Riverside Tri	\$2,000.00
Western Vic Association of Historical Societies AGM	\$250.00
Woorinen Winter Solstice Festival	\$1,000.00
<b>*Includes Council in-kind of \$16,300</b>	<b>\$86,300.00 *</b>

**2. Advise successful applicants**

**3. Advise unsuccessful applicants and provide guidance on reasons for not being successful.**

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

### **C.18.11 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

## 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
887	173 Agreement between the purchaser of the surplus Saleyards land (United Petroleum, Council and Lower Murray Urban and Rural Water Corporation (the document satisfies a requirement of the purchaser to enter into an agreement with LMW to service the land.)	Between Swan Hill Rural City Council and Lower Murray Urban and Rural Water Corporation and UPP Pty Ltd.	09-07-18

## 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.**



## **C.18.12 COUNCILLOR ASSEMBLIES - RECORD OF ATTENDANCE AND AGENDA ITEMS**

**Responsible Officer:** Chief Executive Officer  
**File Number:** S15-05-06  
**Attachments:** 1 Councillor Attendance at Assemblies

### **Declarations of Interest:**

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

### **Summary**

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

### **Discussion**

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

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

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

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

Details of the most recent assemblies of Council are attached.

### **Consultation**

Not applicable.

### **Financial Implications**

Not applicable.

### **Social Implications**

Not applicable.

**Economic Implications**

Not applicable.

**Environmental Implications**

Not applicable.

**Risk Management Implications**

Not applicable.

**Council Plan Strategy Addressed**

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

**Options**

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

**Recommendation**

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

**COUNCILLOR ASSEMBLIES ATTENDANCE AND AGENDA  
3 July 2018 at 1.00pm, Swan Hill Town Hall, Council Chambers**

**AGENDA ITEMS**

- Swan Hill Pony Club Relocation
- Aboriginal Community Partnership Strategy (APSC)
- Community Planning Workshop
- Access to Dwelling No 1 Tooleybuc Road Piangil
- Instrument of Delegation for Swan Hill Indoor Sport and Recreation Centre (the stadium)
- Return of Interest session (ordinary returns)
- North West Municipal Association's Future
- Our Region, Our River

**ADDITIONAL ITEMS DISCUSSED**

- Nil

**ATTENDANCE**

Councillors

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

**Apologies**

- Cr Gary Norton

**OFFICERS**

- John McLinden, Chief Executive Officer
- Heather Green, Director Development and Planning
- Svetla Petkova, Director Infrastructure
  
- Muriel Scholz, Senior Economic Development Officer
- Felicity O'Rourke, Community Planning Officer
- Vicki Clark, Aboriginal Community Planning Officer

Other

- Nil

**CONFLICT OF INTEREST**

- Nil

**SECTION D – NOTICES OF MOTION**

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

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

**SECTION G – IN CAMERA ITEMS**

**Recommendation**

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

**B.18.56 IN CAMERA CONSIDERATION OF CONFIDENTIAL REPORT**