



AGENDA

ORDINARY MEETING OF COUNCIL

Tuesday, 20 November 2018

To be held Swan Hill Visitor Information
Centre, corner McCrae & Curlewis
Streets, Swan Hill
Commencing at 4:00 PM

COUNCIL:

Cr A Young – Mayor

Cr LT McPhee

Cr JN Katis

Cr GW Norton

Cr C Jeffery

Cr L Johnson

Cr B Moar

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SECTION A – PROCEDURAL MATTERS

- **Open**

- **Acknowledgement of Country**

- **Prayer**

- **Apologies**

- **Confirmation of Minutes**
 - 1) Ordinary Meeting held on 16 October 2018
 - 2) Extraordinary Council Meeting held on 13 November 2018

- **Declarations of Conflict of Interest**

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

- **Public Question Time**

SECTION B – REPORTS

B.18.88 INTENTION TO DECLARE A SPECIAL RATE FOR THE SWAN HILL REGION

Responsible Officer: Director Development and Planning
File Number: S29-08-01
Attachments: 1 Intention to Declare a Special Rate
2 Australian Valuation Property Classification Codes

Declarations of Interest: Officer
Heather Green - as the responsible officer, I declare that I have no disclosable interests in this matter.

Summary

Swan Hill Incorporated (SH Inc) has requested the re-introduction of a Special Rate for the marketing and development of the Swan Hill region on rateable commercial, industrial and tourism properties for a further period of seven years commencing 1 July 2019.

This report outlines the current special rate, the legislative requirements and options moving forward.

Discussion

SH Inc has written to Council asking that Council declare a new Special Rate for the Swan Hill region, effective from 1 July 2019.

Since 1 July 2002, the Swan Hill region has had a Special Rate scheme in place for marketing and development of the region.

The Special Rate scheme currently covers 738 properties and will raise a total of approximately \$362,063 in 2018-2019.

SH Inc spends the funds as specified in the Special Rate Declaration and in accordance with an Agreement with Council that calls for the submission of Annual Marketing Plans and Budgets, regular financial reporting and audited annual financial statements. A declaration is attached to this agenda.

A key component of economic development is regional marketing activities to attract increased investment, employees, residents, shoppers, buyers and visitors to the region. The proposed Special Rate currently funds these marketing activities.

SH Inc considers that continued marketing and development of the Swan Hill region is a key priority if the region is to remain competitive. The Board and its committees feel strongly that the region is one of the key service centres on the Murray River.

Process for implementing a Special Rate

The legislative requirements under the Local Government Act 1989 relating to the renewal of a Special Rate are the same as those applying when the Special Rate was last renewed in 2014. The key requirements are:

The need to specify in a declaration:

- The type of properties and geographical areas to be covered by the Special Rate,
- The function to be performed or the power to be exercised by the Special Rate;
- The total cost of the performance of the function;
- The total amount of the Special Rate to be levied; and
- The period of time in which the Special Rate will be in force.

Council cannot declare a Special Rate unless it has given public notice of its intention to declare a Special Rate, allow submissions to be made and provide the opportunity for submitters to be heard. Council must send a copy of the public notice to each person who will be part of the special rate.

In considering these matters, Council must specify the total cost of the Special Rate.

The total cost includes:

- The annual amount which Swan Hill Incorporated has budgeted to spend on various marketing, promotional and development activities; and
- Council's own administrative costs in relation to the scheme.

Council's administrative costs consist primarily of levying the Special Rate, collecting the contributions from property owners or businesses, and forwarding the relevant amounts to Swan Hill Incorporated. It is estimated that these costs will total \$6,000 in the first year of the Special Rate and increase by approximately CPI* per annum for the remaining years of the rate.

Council also needs to specify the methodology it will use in determining how the payment of the Special Rate is to be apportioned amongst the benefiting properties. The current methodology incorporates a split between Commercial, tourism/hospitality and industrial properties. The ratio has not changed in the time that the Special Rate has been in place.

If the Special Rate is to continue it is proposed that the total amount to be raised in the first year be \$369,667 with a CPI* per annum increase of the total amount for each of the following six years. It is anticipated that there will be a minor variation each year of the maximum amounts to be paid however there is no increase proposed for the current minimum amounts.

It is also proposed that properties continue to pay different amounts depending on the type of property (tourism/hospitality, commercial or industrial) and their Capital Improved Value (CIV) valuation. Different rates in the dollar of CIV are to be specified for each of the tourism, commercial and industrial properties, as is the

current practice. It is proposed that tourism/hospitality properties will continue to pay a higher rate in the dollar than commercial properties that in turn will continue to pay a higher rate than industrial properties. These different rates reflect the respective benefits expected to be obtained from the program.

Issues Council may wish to review include:

1. The split of rates raised for each of the following industry types:
 - Tourism and Hospitality Category – currently has 39 properties and raises about 24% of the rate.
 - Commercial Category – currently has 414 properties and raises about 64% of the rate.
 - Industrial Category – currently has 283 properties and raises about 12 % of the rate.

Each category is based on Capital Improved Value of each property and has a minimum and a maximum amount to be paid that differs for each category. These amounts are currently:

Commercial – Minimum - \$50 and Maximum - \$6949.74

Industrial – Minimum - \$50 and Maximum - \$347.49

Tourism and Hospitality – Minimum - \$50 and Maximum \$ 6949.74

Should Council wish to change the ratio – for example to increase the amount that tourism/hospitality properties pay in relation to the other two categories it would need to show a legitimate reason for the change – this would be evidence that this category of properties is receiving an increased benefit from the rate. It is considered that this would be difficult to prove and it has not been requested by SH Inc. This issue may be raised during the consultation period.

2. The Geographic spread of the special rate area:

Currently a significant part of the municipality is covered by the Special Rate. The table below shows the number of properties in each category in each town or locality that currently pay the special rate.

Special Rate Properties					
Commercial	No	Industrial	No	Tourism & Hospitality	No
Piangil	3	Nyah	4	Wood Wood	1
Nyah West	10	Nyah West	3	Nyah	1
Lake Boga	6	Piangil	4	Lake Boga	3
Tresco West	1	Lake Boga	5	Ultima	1
Nyah	9	Ultima	5	Tyntynder South	1
Beverford	2	Gowanford	1	Nyah West	1
Woorinen South	3	Woorinen South	4		
Ultima	1	Woorinen	1		
		Tyntynder South	1		
		Towan	2		
		Goschen	1		
		Castle Donnington	3		

SECTION B - REPORTS

20 November 2018

		Waitchie	2		
		Pira	1		
		Meatian	1		
		Chillingollah	1		
		Chinkapook	1		
Swan Hill	379	Swan Hill	243	Swan Hill	31
Total	414	Total	283	Total	39

There has been some concern expressed by Council and the community about the range of properties affected by the rate and the benefit that they receive. Much of the work carried out by SH Inc is broadly based and aims to increase visitation and new residents. It is difficult to quantify to a business operating in Chinkapook for example, the benefit it receives. Council could legitimately remove some of the more distant towns and locations from being impacted by the Special Rate without greatly impacting on the funds raised. It is estimated that if the rate applied to Swan Hill, Lake Boga and Nyah/Nyah West areas only, a reduction in the total amount collected would be less than \$10,000 would result.

Should Council continue to raise the Special Rate and support SH Inc it is envisaged that the current reporting and accountability in place continue and that Swan Hill Incorporated submit Strategic Plans, Annual Marketing Plans and Budgets for the approval of Council. These requirements are included in the Deed of Agreement Council has with SH Inc.

Conclusion

Council needs to consider the following:-

1. Does Council wish to maintain or cease the Special Rate
2. Does Council want to vary the conditions of the Special Rate
 - a. the boundaries of the rates applicability
 - b. the ratios of the groups who pay the rate

Consultation

Swan Hill Incorporated has been very conscious of gaining strong property owner and business support for the proposal. To this extent it has developed a proposal that it considers would be reasonable and would offer a “special benefit” to all businesses and property owners. Swan Hill Inc has commenced a program of notifying all affected ratepayers to garner opinion and support.

Financial Implications

This will be Council’s first *Intent to Declare a Special Rate* since the introduction of rate capping by the Victorian Government in 2015. The Special Rates will raise \$369,667 in the first year and subsequently increase by CPI* each year thereafter for the term the declaration. If Council decides not to continue with a Special Rate post June 2019 any marketing and support for local business would need to be financed from Council’s existing budget which is already committed to services and programs.

Social Implications

The social implications and snowball effects of not declaring a special rate will not only affect those who contribute to the Special Rate. It will impact on residents who rely on the jobs that are generated by tourism and hospitality, commercial and industrial sectors which would inevitably may see a loss of skilled professionals to other areas. This may impact on our local communities through sponsorship, volunteers and running of organisations, groups, and a variety of clubs.

Economic Implications

A key component of Economic Development is regional marketing activities to attract increased investment, employees, residents, shoppers, buyers and visitors. The proposed Special Rate is an excellent method to provide funding for these marketing activities and provides the required revenue to do this well within the region.

Environmental Implications

Nil

Risk Management Implications

Not supporting a Special Rate scheme holds a risk of not having the financial resources, a committed board within Swan Hill Incorporated and dedicated marketing officer to facilitate the tourism and marketing promotion and program for our region.

Council's image/reputation throughout the business sector could be diminished.

Council Plan Strategy Addressed

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

Options

1. Council can choose not to give notice of its intention to declare a Special Rate for the Swan Hill region.
2. Council can choose to give notice of its intention to declare a Special Rate with no changes to the boundaries of the rates applicability and the ratios of the groups who pay the rate.
3. Council can choose to give notice of its intention to declare a Special Rate with changes to the boundaries of the rates applicability.
4. Council can choose to give notice of its intention to declare a Special Rate with changes the ratios of the groups who pay the rate.

Recommendations

That Council:

- 1. Give notice of its intention to declare a Special Rate with no changes to the boundaries of the rates applicability.**
- 2. Give notice of its intention to declare a Special Rate with no changes to ratios of the groups who pay the rate.**
- 3. Under Section 163 (1A) of the Local Government Act (1989) give notice of its intention to declare a Special Rate on 1 July 2019 (in accordance with the notice in Annexure 'A' to this report) for the purpose of defraying expenses in undertaking marketing and business development programs associated with the encouragement of commerce in the Swan Hill region.**
- 4. Under Section 163 (1B) of the Act, place a public notice in the Swan Hill Guardian newspaper of the proposed declaration and the right of a person to make a submission Under Section 223 of the Act (to be considered by Council in accordance with Section 223 (1)) and to make an objection under Section 163 (1B) and 163(1C) of the Act.**
- 5. Under Section 163 (1C) of the Act, send a notice of the proposed declaration to each person who will be liable for the proposed Special Rate within three days of the publication of the public notice in the Swan Hill Guardian newspaper.**

Declaration of a Special Rate for the Swan Hill Region

Under Section 163 of the Local Government Act 1989 (the "Act") Swan Hill Rural City Council (the "Council") hereby declares a Special Rate for marketing and business development of the Swan Hill region ("region").

Council specifies:

- (a) 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 are necessary and appropriate for the encouragement of business development and commerce through the promotion and development of the region as a place to live, work, invest, shop and visit.
- (b) The area for which the Special Rate is declared is all the rateable properties used for commercial, industrial and tourism and hospitality purposes within the following parishes and localities within the Swan Hill Rural City (as detailed on Map in Attachment One):

Benjeroop	Boga	Boga -Tresco Settlement
Castle Donnington	Chillingollah	Chinangin
Kooem	Koro-Ganeit	Kunat Kunat
Kunat-Tresco Settlement	Murnungin	Meatian
Lake Boga	Nyah West Township	Nowi
Mumbel	Pental Island	Nyrraby
Nyah Township	Pira	Piangil Parish
Piangil Township	Swan Hill	Polisbet
Piangil West	Tyntynder	Turoar
Prooinga	Ultima	Tyntynder North
Towan	Wewin	Ultima Township
Tyntynder West	Woorinen South Township	Wood Wood
Waitchie Township		
Woorinen		

- (c) Council considers that the performance of the functions, as outlined in paragraph (a), will assist it in fulfilling the following facilitating objectives of Council which are set out in Section 3C(2) of the Local Government Act:
- to promote the social, economic and environmental viability and sustainability of the municipal district.
 - to promote appropriate business and employment opportunities.
- (d) The total cost of the performance of the functions is:
- (i) for the first year of the Special Rate –be \$369,667 this figure is inclusive of the Consumer Price Index (CPI*) at June 2018. Council's administrative costs of \$6,000 has been factored into this figure);
 - (ii) for each of the subsequent six years the Special Rate remains in force - the previous year's total amount of the Special Rate plus CPI*
- (e) The total amount of the Special Rate to be levied is:
- (i) for the first year of the Special Rate - \$369,667;
 - (ii) for each of the subsequent six years the Special Rate remains in force - the previous year's total amount of the Special Rate plus CPI*

*Based upon the movement in the March quarter annual weighted average of the eight capital cities index as published by the Australian Bureau of Statistics

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- (f) The land in relation to which the Special Rate is declared is all the rateable properties used for commercial, industrial and tourism and hospitality purposes in the parishes and localities within the Swan Hill Rural City listed in (b) above.
- (g) The manner in which the Special Rate is assessed (that is, the criteria to be used as the basis for levying the Special Rate) is:

For the first year of the Special Rate:

- for tourism and hospitality properties (based on Australian Valuation Property Classification Codes [AVPCC] as detailed in Attachment Two) a rate in the dollar of each property's Capital Improved Value (CIV), in order to raise a total of \$89,776 with a minimum rate per rateable property of \$50 and a maximum rate per rateable property of \$6,949.74.
- for commercial properties (based on AVPCC as detailed in attachment two) a rate in the dollar of each property's CIV, in order to raise \$238,044 after inclusion of providing a 50% write-off for properties in common occupancy with a residence, with a minimum rate per rateable property of \$50 and a maximum rate per rateable property of \$6,949.74.
- for industrial properties (based on AVPCC as detailed in attachment two) a rate in the dollar of each property's CIV, in order to raise a total of \$41,846 with a minimum rate per rateable property of \$50 and a maximum rate per rateable property of \$347.49.

For each of the subsequent six years the Special Rate remains in force, the rates in the dollar will be adjusted to be in accordance with the previous year's total amount of the Special Rate plus CPI* apportioned over the sectors as follows:

- for tourism and hospitality properties (based on assigned AVPCC) a rate in the dollar of each property's CIV, in order to raise the proportion of the Special Rate raised from the sector in the previous year adjusted for the relative movements in the proportion of the sector's CIV of the total CIV within the Special Rate area. A minimum rate per rateable property of \$50 p.a. and a maximum rate per rateable property to increase each year by 3% from the maximum set for the first year.

*Based upon the movement in the March quarter annual weighted average of the eight capital cities index as published by the Australian Bureau of Statistics

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- for commercial properties (based on assigned AVPCC) a rate in the dollar of each property's CIV, in order to raise the proportion of the Special Rate raised from the sector in the previous year adjusted for the relative movements in the proportion of the sector's CIV of the total CIV within the Special Rate area. A minimum rate per rateable property of \$50 p.a. and a maximum rate per rateable property to increase each year by 3% from the maximum set for the first year. A 50% write-off will apply to properties in common occupancy with a residence.
 - for industrial properties (based on assigned AVPCC) a rate in the dollar of each property's CIV, in order to raise the proportion of the Special Rate raised from the sector in the previous year adjusted for the relative movements in the proportion of the sector's CIV of the total CIV within the Special Rate area. A minimum rate per rateable property of \$50 p.a. and a maximum rate per rateable property to increase each year by 3% from the maximum set for the first year.
- (h) The Special Rate is levied by sending a notice in each year the Special Rate remains in force, to the persons liable to pay it, requiring that the Special Rate for that year be paid in four separate instalments, or by all four instalments together, by the dates which are specified in each respective notice.
- (i) The Special Rate commences on 1 July 2019 and remains in force for a period of seven years from that date, until 30 June 2026.
- (j) Should a property included in the Special Rate receive a supplementary valuation that changes its AVPCC to residential land or primary production that property will cease to be included in the Special Rate from the date the supplementary valuation for that property is returned to Council.
- (k) Should a property in the area covered by the Special Rate receive a supplementary or other valuation which includes it as a new or amended rateable property in the Special Rate, that property will be included in the appropriate AVPCC category of the Special Rate from the beginning of the financial year following the date the supplementary or other valuation for that property is returned to Council.
- (l) The Council considers that there will be a special benefit to persons required to pay the Special Rate in that there will be a special benefit over and above that available to persons not the subject of the Special Rate and directly and indirectly, the viability of the Swan Hill region as a commercial, industrial and tourism region will be enhanced through increased commerce and economic activity. Further, the value of the properties included in the scheme, their desirability as letting propositions (where applicable) and their general image and stature, both separately and severally in the context of the area generally, will be maintained or enhanced.

*Based upon the movement in the March quarter annual weighted average of the eight capital cities index as published by the Australian Bureau of Statistics

- (m) Council further considers, and formally determines for the purposes of sections 163(2)(a), (2A) and (2B) of the Act, that the estimated proportion of the total benefits of the Scheme to which the performance of the function and the exercise of the power relates (including all special benefits and community benefits) that will accrue as special benefits to all of the persons who are liable to pay the Special Rate is in a ratio of 1:1 (or 100%). This is on the basis that, in the opinion of Council, all of the services and activities to be provided from the expenditure of the proposed Special Rate are marketing, promotion and business development related and will accordingly only benefit the owners and occupiers of those properties and businesses included in the scheme.

John McLinden
Chief Executive Officer
Swan Hill Rural City Council

*Based upon the movement in the March quarter annual weighted average of the eight capital cities index as published by the Australian Bureau of Statistics

Attachment Two*Australian Valuation Property Classification Codes*Tourism & Hospitality

<u>AVPCC</u>	<u>Description</u>
202	Commercial Land (with buildings that add no value)
210	Retail Premises (single occupancy)
230	Residential Hotel/Motel/Apartment Hotel Complex
232	Serviced Apartments/Holiday Units
234	Tourist Park/Caravan Park/Camping Ground
240	Pub/Tavern/Licensed Club/Restaurant/Licensed Restaurant/Nightclub
241	Hotel-Gaming
243	Member Club Facility
245	National Company Restaurant
813	Outdoor Sports-Extended Areas/Cross Country

Commercial

<u>AVPCC</u>	<u>Description</u>
100	Vacant Residential Site/Surveyed Lot
102	Vacant Inglobo Residential Subdivision Land
110	Detached Home
200	Commercial Development Site
202	Commercial Land (buildings add no value)
210	Retail Premises (single occupancy)
211	Retail Premises (multiple occupancies)
212	Mixed Use Occupation
214	National Company Retail
215	Fuel outlet/Garage/Service Station
217	Bottleshop/Liquor Licence Outlet
218	Licensed Retail Premises
220	Office Premises
221	Low Rise Office Building
222	Multi Level Office Building
235	Guest Lodge/Backpackers/Bunkhouse/Hostel
240	Pub/Tavern/Licensed Club/Restaurant/Licensed Restaurant/Nightclub
245	National Company Restaurant
246	Kiosk
270	Health Surgery
271	Health Clinic
273	Crematorium/Funeral Services
275	Veterinary Clinic
282	Individual Car Park Site
283	Car Wash

284	Vehicle Sales Centre
300	Industrial Development Site
303	Industrial Land with ancillary improvements only
310	General Purpose Factory
320	General Purpose Warehouse
561	Vineyard
562	Plant/Tree Nursery
572	Native Hardwood (standing timber)
690	Post Offices
696	Television/Radio Station – Purpose Built
698	Telephone Exchange – Purpose Built
715	Day Care Centre For Children
813	Outdoor Sports –Extended Areas/Cross Country
820	Indoor Sports Centre
830	Library/Archives

Industrial

<u>AVPCC</u>	<u>Description</u>
200	Commercial Development Site
202	Commercial Land (with buildings that add no value)
210	Retail Premises (single occupancy)
230	Residential Hotel/Motel/Apartment Hotel Complex
284	Vehicle Sales Centre
300	Industrial Development Site
301	Vacant Industrial Inglobo Land
303	Industrial Land with ancillary improvements only
310	General Purpose Factory
311	Food Processing Factory
320	General Purpose Warehouse
321	Open Storage Area
322	Bulk Grain Storage (structures)
325	Coolstore/Coldstore
331	Abattoirs
333	Rendering Plant
334	Oil Refinery
530	Mixed Farming & Grazing
562	Plant/Tree Nursery
623	Electricity Substation/Terminal
626	Solar Electricity Generation
673	Airport Hanger Building
694	Telecommunication Towers & Aerials
698	Telephone Exchange – Purpose Built

B.18.89 NORTH CENTRAL CATCHMENT PARTNERSHIP AGREEMENT

Responsible Officer:	Director Development and Planning
File Number:	S14-22--01-02
Attachments:	1 NC Catchment Partnership Agreement – letter seeking approval – Swan Hill 2 North Central Catchment Partnership Agreement – June 2018

Declarations of Interest:

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

Summary

This report seeks a Council resolution to sign the North Central Catchment Partnership Agreement.

Discussion

The Victorian Government has developed a State wide Framework for Catchment Partnership Agreements as an important step in delivering *Our Catchments, Our Communities* and asked that Catchment Partnership Agreements be developed for each Catchment Management Authority region.

While the core content of this Agreement was developed through a state wide process, regionally specific content has been incorporated following consultation with the North Central Catchment Partners Forum at a workshop in February and subsequent consultation with all catchment Partners in April 2018.

The purpose of this Agreement is to build on existing approaches to integrated catchment management and strengthen coordination, collaboration and accountability, reduce duplication, and provide clarity on roles and responsibilities between key catchment management partners.

Consultation

A Council officer participated in the partner's forum workshop in February of 2018.

Financial Implications

- Councillor or Executive time required for attendance to meetings and managing correspondence quarterly.
- Council Officer time working with partners to meet agreed goals and objectives.
- Travel costs associated with participation.

Social Implications

Enhances Council's reputation as an environmental steward and provides opportunity for Council to work with its community and partners to implement biodiversity conservation and protection programs.

Economic Implications

Higher potential to attract funding for programs that local environmental service business can participate in.

Environmental Implications

Increases efficiencies in developing and implementing biodiversity conservation and protection programs at local and landscape scales.

Risk Management Implications

Reduces risk amongst all partner organisations as they can all leverage existing funding with other funding sources to gain sufficiently coordinated resources to implement agreed programs to enhance our environment.

Council Plan Strategy Addressed

Environment - Sound policies and practices that protect and enhance our environment.

Options

1. Sign North Central Catchment Partnership Agreement.

a. Benefits

- i. Leverages existing Council expenditure on Pest and Weeds within the municipality against aggregated State and Federal funding channelled through North Central Catchment Management Authority and partners.
- ii. Enables Council to participate in biodiversity conservation and protection activities effectively at landscape scales with partners working together to achieve agreed goals and objectives.
- iii. Enables to Council to lobby for environmental outcomes of most interest and concern within the lower portion of the municipality.
- iv. Enhances Council's reputation as an environmental steward.

b. Implications

- i. Will require Executive or Councillor representative attendance at meetings to make decisions on behalf of Council. The nominated Council representative will be required to make

decisions on committing Council to agreed tasks and activities, within the agreed work plan and intent of the Forum.

- ii. Will require Council Officer participation in planning and delivery of joint environmental programs such as pest and weed management within the agreed work plan.

2. Become a non-signatory member

a. Benefits

- i. Reduced time and resource commitments.
- ii. No requirement for an Executive level or Councillor level Council representative to participate in the forum.

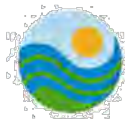
b. Implications

- i. No ability to influence goals and objectives that are set for the partnership.
- ii. Reduced ability to leverage existing Council expenditure on biodiversity conservation and protection programs.
- iii. Non-signatory members are invited, and the invitation is at the discretion of North Central Catchment Management Authority. The implications are Council may or may not be invited.
- iv. Potential harm to Council's reputation as a sound steward of our local environment.

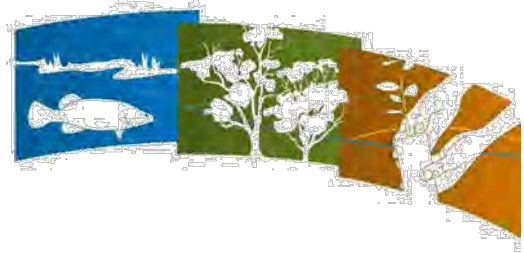
Recommendation

That Council:

- 1. Become a signatory member to the North Central Partnership Agreement.**
- 2. Nominate a Councillor to be a member of the partner's forum.**



NORTH CENTRAL
 Catchment Management Authority
Connecting Rivers, Landscapes, People



Ref: 63-64633

13 June 2018

John McLinden
 Swan Hill Rural City Council
 PO Box 488
 Swan Hill VIC 3585

Cc: Samuel Steel

Dear John,

North Central Catchment Partnership Agreement

I am pleased to submit for your approval the final North Central Catchment Partnership Agreement.

As I have raised with you previously, last year the Victorian Minister for Water, Hon Lisa Neville MP, endorsed a Statewide Framework for Catchment Partnership Agreements as an important step in delivering *Our Catchments, Our Communities* and asked that Catchment Partnership Agreements be developed for each Catchment Management Authority region.

While the core content of this Agreement was developed through a statewide process, regionally specific content has been incorporated following consultation with the North Central Catchment Partners Forum at a workshop in February and subsequent consultation with all catchment partners, including yourself and Samuel Steel in April 2018.

The purpose of this Agreement is to build on existing approaches to integrated catchment management and strengthen coordination, collaboration and accountability, reduce duplication, and provide clarity on roles and responsibilities between key catchment management partners.

While we look forward to signatory members actively participating in meetings and progressing agreed actions to deliver better regional outcomes, the Agreement does not create a legally binding and enforceable contract.

Please find enclosed a copy of the Agreement for your signature. Could you please return an electronic copy of the signed agreement to the North Central CMA at your earliest convenience and once all signatories have been compiled we will return a final copy for your records.

I look forward to continuing to work with you and the 20 other agreement signatories through this new arrangement to create NRM partnerships and programs that deliver lasting change for the North Central region.

628-634 Midland Highway
 PO Box 18
 Huntly Victoria 3551
 ABN: 73 937 058 422
 T: (03) 5448 7124
 F: (03) 5448 7148
 E: info@ncma.vic.gov.au
 W: www.ncma.vic.gov.au

Should you have any queries in relation to this matter, please don't hesitate to contact me directly on 0427 045 835 or brad.drust@nccma.vic.gov.au.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'brad drust', written in a cursive style.

Brad Drust
Chief Executive Officer

NORTH CENTRAL CATCHMENT PARTNERSHIP AGREEMENT

JUNE 2018



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1. PURPOSE

The Department of Environment, Land, Water and Planning, Catchment Management Authorities and other catchment management partners are committed to working together to improve the management of land, water and biodiversity resources across Victoria.

The purpose of the North Central Catchment Partnership Agreement is to strengthen coordination, collaboration and accountability, reduce duplication, and provide clarity on roles and responsibilities between key catchment management partners.

This purpose will help to achieve the following outcomes for the community and environment:

1. Healthier and more productive land, biodiversity and water assets, and ecosystems
2. Improved regional economic wellbeing and liveability
3. Greater community ownership and stewardship of our natural assets
4. Shared understanding of our impact
5. Better value for money from investment in natural resource management
6. Strengthened implementation of the North Central Regional Catchment Strategy and other key state and regionally relevant policies as required

These outcomes will help focus the work of the Partnership and ensure that all partners are clear as to the scope of the Partnership and why it exists.

This agreement is consistent with the *State-wide Framework for Catchment Partnership Agreements* which outlines the principles, priorities, critical success factors, and governance for all Catchment Partnerships.

2. ROLE OF THE CATCHMENT PARTNERSHIP

The Catchment Partnership will:

- Identify regional priorities that need cross-organisational collaboration to be successfully implemented
- Account for legislative responsibilities, and describe and clarify policy implementation and regionally specific roles of the partners
- Support development and implementation of the North Central Regional Catchment Strategy and monitor progress
- Identify any relevant regional issues and develop options for resolving them
- Review new relevant government policies to identify those that will require cross-organisational cooperation and collaboration for implementation
- Ensure that all relevant partners may be signatories and are involved in all relevant issues, decisions and policy implementation in a timely and collaborative manner

The Catchment Partnership builds on extensive existing collaboration across the North Central region, including a Catchment Partners Forum that has operated since 2016.

3. NORTH CENTRAL REGION

The North Central region (Appendix A) has a diversity of natural environments, including the Loddon, Campaspe, Avoca and Avon Richardson Rivers, Box-Ironbark forest and woodlands, iconic River Red Gum Forests and Riverine Plain grasslands. These habitats contain significant biodiversity values, including many endangered flora and fauna species. The North Central region also supports a diverse and productive agriculture sector consisting of irrigation to the north with cropping, grazing and mixed farming to the west and south.

Key threats to the many NRM assets includes historic land clearing, inappropriate land management, grazing, climate change, pest plant and animals, salinity, water regulation and poor water quality. Rural living is an emerging and expanding land use, particularly near major population centres as land amenity values increase, which in most cases, exceed the primary production capacity of the land.

The North Central region includes the traditional land of the Barapa Barapa, Dja Dja Wurrung, Taungurung, Wadi Wadi, Wamba Wamba, Wotjobaluk represented by the Barengi Gadjin Land Council and Yorta Yorta. At present, Dja Dja Wurrung are the only group to have a Recognition and Settlement Agreement with the State of Victoria however more are expected over time.

4. PRINCIPLES

All Partners will work together using the following principles as a guide. These principles will assist in creating a collaborative atmosphere to support the efficient and effective function of the Partnership, and help guide decision-making where it is unclear.

STATE-WIDE PRINCIPLES

The state-wide principles are common to all Catchment Partnerships.

COLLABORATION

- Partners are committed to mutual success and delivery on promises
- Partners will keep each other abreast of their respective strategic directions, creating an environment of 'no surprises'. They will use agreed efficient and effective business practices
- Partners will communicate proactively and openly
- Partners will work together to find mutually beneficial solutions on shared issues

SHARED DECISION-MAKING

- Partners will seek input on issues or decisions that have an impact on other partners
- Partners will work together to find solutions to complex, cross-organisational issues

AN ENDURING AND EFFECTIVE PARTNERSHIP

- Partners will provide a long-term organisational commitment to the partnership, at a senior-level, that will transcend changes to leadership at a State level or within an organisation
- Partners will work to make their shared work cost effective and mutually beneficial

MUTUAL RESPECT

- Partners acknowledge and value each other's contribution to regional strategies and plans
- Partners respect the role of other agencies and their interest in issues that may affect their individual objectives

COMMUNITY FOCUS

- Partners recognise that communities are diverse and will ensure all engagement with the community is accessible, flexible and consistent

- Partners will work together to create an outwardly-facing partnership that seeks and welcomes contact and contribution from the community
- Partners will have an 'open door' approach in which the community will be directed appropriately no matter which partner they approach
- Partners will work together to provide communities with clarity about their roles and responsibilities

REGION-SPECIFIC PRINCIPLES

In addition the State-wide principles above, the following principles are specific to the North Central region:

PLANNING AND VALUE

- Partners recognise that better outcomes and community value can be achieved through collaboration and shared delivery where there is mutual interest
- Partners will take a forward focus and plan with the long view in mind

5. GOVERNANCE

The agreed governance structure to support effective implementation of the priorities identified by the Partnership is described below. Measuring the effectiveness of the Partnership from an operational and collaboration perspective will provide an indicator of the Partnership's likely ability to successfully implement its stated priorities.

MEMBERSHIP

Signatory members will endeavour to actively participate in meetings and delivery of the work plan.

Partnership signatory members include at a senior level:

- North Central Catchment Management Authority (NCCMA)
- Department of Environment, Land, Water and Planning (DELWP) - Loddon Mallee
- Department of Economic Development, Jobs, Transport and Resources (DEDJTR)
- Dja Dja Wurrung Clans Aboriginal Corporation (DDWCAC)
- Environment Protection Authority (EPA) - North West
- Local Government
 - Buloke Shire Council
 - Campaspe Shire Council
 - Central Goldfields Shire Council
 - City of Greater Bendigo
 - Gannawarra Shire Council
 - Hepburn Shire Council
 - Loddon Shire Council
 - Macedon Ranges Shire Council
 - Mount Alexander Shire Council
 - Northern Grampians Shire Council
 - Swan Hill Rural City Council
- Parks Victoria (PV) - Northern
- Trust for Nature (TFN)
- Water Corporations
 - Coliban Water
 - Goulburn-Murray Water (GMW)
 - Central Highlands Water (CHW)

Non-signatory members

The Partnership has identified a number of region-specific non-signatory member organisations who may participate in meetings or have an interest in delivery of shared objectives. These organisations and the method of engaging with them is detailed in Schedule 3. Other relevant regional processes or agreements are outlined in Schedule 4.

- Department of Health and Human Services (DHHS) – North
- Local Government
 - Ballarat City Council
 - Mitchell Shire Council

Membership of this agreement may change over time to include additional signatory and non-signatory members.

GOVERNANCE ROLES AND RESPONSIBILITIES OF PARTNERSHIP MEMBERS**Chair**

The Chief Executive Officer of the North Central Catchment Management Authority will chair the Catchment Partnership for a minimum of two years to enable consistency during the establishment stage. The Chief Executive Officer of the Catchment Management Authority can facilitate chairing arrangements for the Partnership to account for existing processes where they are relevant and if they are functioning effectively.

The Partnership may agree to continue this arrangement into perpetuity or to rotate Chairs in an agreed process on an annual basis following the initial two-year period.

Secretariat

The responsibility for providing the secretariat for meetings will lie with the North Central Catchment Management Authority, recognising its role in promoting co-operation of organisations involved in the management of land and water resources in the region. The secretariat will prepare the agenda and minutes for Partnership meetings and will track the agreed actions. It is expected that Partnership Members will assemble papers for consideration of the meeting.

Partner Representatives

Partner representatives should be delegated appropriate decision making authority to commit their organisation to agreed tasks and activities, within the agreed workplan and intent of the Forum.

MEETINGS**Frequency**

Meetings will occur quarterly unless agreed otherwise by the Partnership Members.

Quorum

A meeting of the Partnership is quorate when at least half of the signatory organisations are represented.

SUB-COMMITTEES AND WORKING GROUPS

The Partnership can agree to establish sub-committees and working groups. These can be standing committees or time-limited. Sub-committees and working groups will have Terms of Reference agreed by the Partnership. The Terms of Reference will be reviewed annually.

The Partnership can delegate responsibilities and decision-making to sub-committees, with decisions made by sub-committees to then be noted by the full Partnership meeting.

DECISION-MAKING PROCESSES

The Partnership will seek solutions and approaches that accord with the shared interests of Partnership Members.

At times, formal decisions may be needed. Formal decisions are made when agreed upon by a majority of signatory Partnership Members (regardless of attendance at the meeting). A decision that has a material impact on a partner (e.g. a cost, role to implement a policy or address a specific priority in Schedule 2 or in the Annual Plan) must include that partner in the decision process.

The Partnership recognises that different partners have different decision making processes. Those decision-making processes will be considered in the spirit of the Partnership principles. Representatives of Partnership Member organisations need to be empowered by their organisation to participate in decision-making processes.

Out-of-session decisions

From time to time, out-of-session decisions may be required to respond to urgent needs. Where possible, these should be flagged in advance at Partnership meetings.

The Chair is empowered to seek an out-of-session decision via email. Appropriate time will be allowed for Partnership Members to consider any supporting material.

Dispute resolution

If a dispute arises that cannot be resolved it will be referred to the respective senior managers of the agencies for resolution.

ANNUAL PLAN

The Partnership will agree on an Annual Plan consistent with the North Central Regional Catchment Strategy and relevant state and regional policies and strategies listed in Schedule 2 which will guide the program of meetings and the shared work of Partnership Members. The Annual Plan also provides the flexibility for a partner to sign against a specific priority or role.

Guidelines to assist in the development of the Annual Plan are provided in Attachment 1 of the *State-wide Framework for Catchment Partnership Agreements*.

MONITORING, EVALUATION AND REPORTING PROCESSES

The Partnership will schedule monitoring, evaluation and reporting activities as part of its program of meetings, consistent with its monitoring, evaluation and reporting framework. Requirements are outlined in Section 6.

Guidelines to assist in the development of the monitoring, evaluation and reporting process are provided in Attachment 2 of the *State-wide Framework for Catchment Partnership Agreements*.

PARTNERSHIP AGREEMENT REVIEW

The Partnership will review the Catchment Partnership Agreement for currency and relevance every two years and may agree to any changes to the region-specific aspects of the Agreement or Annual Plan, consistent with the State wide Framework. Outcomes from the review every two years should be included in the annual reporting for that year (refer to Section 6).

Partnerships may convene a working group to undertake this review and make recommendations to the Partnership.

SCHEDULES TO THE AGREEMENT

Schedule 1: Legislative Responsibilities

Schedule 1 details the relevant legislative responsibilities of Partnership Member organisations that are common to all Partnerships and those specific to regional circumstances.

Schedule 2: Policy Changes

Schedule 2 details the relevant responsibilities of Partnership Member organisations under Victorian Government policy and for implementation of region-level policy. This schedule is to be updated as policy is released through discussion within the Partnership.

Schedule 3: Non-signatory Partners

Schedule 3 records non-signatory partners to the Partnership Agreement who may participate in meetings and delivery of shared objectives.

Schedule 4: Other Partnerships and Agreements

Schedule 4 records other formal or informal arrangements that are existing and operating effectively to mitigate duplication between partnership arrangements. It records any partnerships that are separate from the Catchment Partnership but are relevant to its work.

6. MONITORING, EVALUATION AND REPORTING

Consistent and targeted monitoring, evaluation and reporting is essential for effective catchment management. Monitoring, evaluation and reporting mechanisms of the Catchment Partnership Agreement will focus on a consistent set of critical success factors linked to the shared state-wide principles.

PARTNERSHIP CRITICAL SUCCESS FACTORS

The Partnership will know it is succeeding when:

- The Catchment Partnership Agreement is developed for the region (replacing the regional operating agreement) involving relevant key catchment partners
- Partners to the Catchment Partnership Agreement include (but are not limited to) relevant government departments, water corporations, Parks Victoria, and other state and regionally based organisations and groups related to catchment management
- The Partnership is acting in accordance with the agreed principles
- Key priorities identified in the Annual Plan for the Catchment Partnership are being implemented

- The North Central Regional Catchment Strategy is owned by regional partners and there is effective review and reporting against critical success factors, and there is stronger community engagement in regional planning and implementation
- Diverse communities are engaged and participate in catchment management
- There are systems in place to include the community in program design and implementation

MONITORING, EVALUATION AND REPORTING FRAMEWORK

A range of mechanisms are already in place for monitoring, evaluating and reporting on the North Central Regional Catchment Strategy and thematic or issue based policies and strategies. This agreement is not proposing any additional content based evaluation and monitoring.

The monitoring, evaluation and reporting framework for the Catchment Partnership Agreement will support the Partnership to undertake an assessment of the Partnership and whether it is operating effectively, and to inform continued operation and opportunities for improvement.


Guidelines are provided in Attachment 2 of the State-wide Framework for Catchment Partnership Agreements.

The North Central Catchment Management Authority will provide a concise annual report to the responsible Minister on the operation and effectiveness of the Partnership.

7. SIGNATORIES TO THE AGREEMENTS

Although the catchment management partners intend to give effect to the Catchment Partnership Agreement for which they are a signatory and to work constructively to honour the terms of the Agreement, they acknowledge that the Agreement does not create, and must not be construed as creating, a legally binding and enforceable contract.

For the Partnership to remain relevant for the region and to account for capacity limitations of some organisations, it may be appropriate for some partners to sign up to specific roles or priorities rather than the Partnership in its entirety.

Signature 

Brad Drust, CEO
North Central Catchment Management Authority

Date

Signature.....

Marg Allan, Regional Director - Loddon Mallee
Department of Environment, Land, Water and Planning

Date

Signature.....

Rodney Carter, CEO
Dja Dja Wurrung Clans Aboriginal Corporation

Date

Signature.....

Beth Jones, Executive Director- Biosecurity and Agriculture Services
Department of Economic Development, Jobs, Transport and Resources

Date

Signature.....	Signature.....
Dr Scott Pigdon, Regional Manager – North West	Jeff Rigby, Managing Director
Environment Protection Authority	Coliban Water
Date	Date

Signature.....	Signature.....
Pat Lennon, Managing Director	Paul O'Donohue, Managing Director
Goulburn-Murray Water	Central Highlands Water
Date	Date

Signature.....	Signature.....
Victoria Marles, CEO	Craig Stubbings, Regional Director – Northern Victoria
Trust for Nature	Parks Victoria
Date	Date

Signature.....	Signature.....
Anthony Judd, CEO	Jason Russell, CEO
Buloke Shire Council	Campaspe Shire Council
Date	Date

Signature.....	Signature.....
Lucy Roffey, CEO	Craig Niemann, CEO
Central Goldfields Shire Council	City of Greater Bendigo
Date	Date

Signature.....	Signature.....
Tom O'Reilly, CEO	Aaron van Egmond, CEO
Gannawarra Shire Council	Hepburn Shire Council
Date	Date

Signature.....	Signature.....
Phil Pinyon, CEO	Margot Stork, CEO
Loddon Shire Council	Macedon Ranges Shire Council
Date	Date

Signature.....	Signature.....
Darren Fuzzard, CEO	Michael Bailey, CEO
Mount Alexander Shire Council	Northern Grampians Shire Council
Date	Date

Signature.....
John McLinden, CEO
Swan Hill Rural City Council
Date

APPENDIX A: THE NORTH CENTRAL REGION

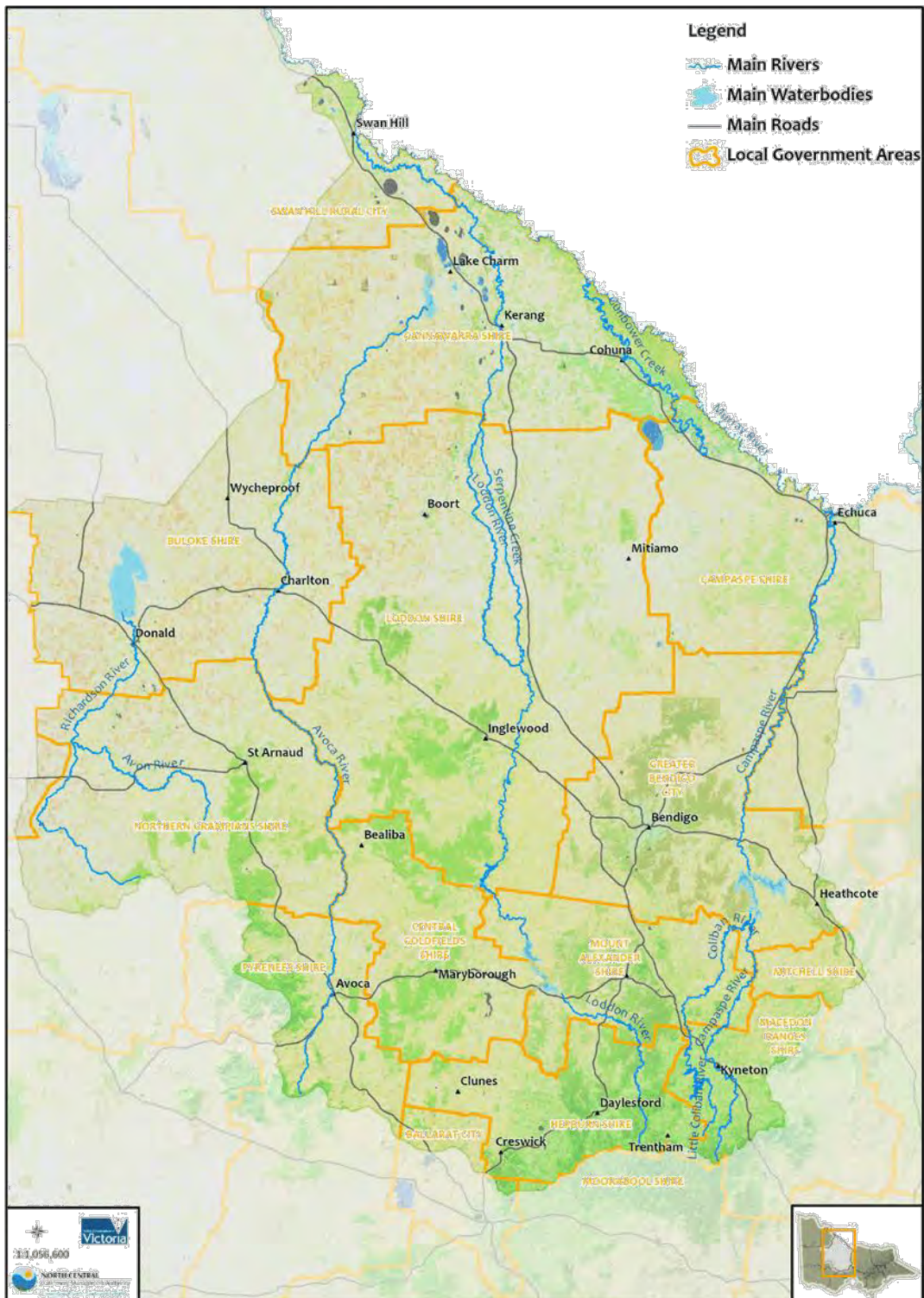


Figure A 1: The North Central region

SCHEDULE 1: LEGISLATIVE RESPONSIBILITIES RELATED TO NATURAL RESOURCE MANAGEMENT

Schedule 1 details the relevant legislative responsibilities of Partnership Members that are common to all Partnerships and those specific to regional circumstances.

Program Theme	Major Activities	Partner Responsibility	Legislative Responsibilities
BIODIVERSITY			
Threatened Species	<ul style="list-style-type: none"> Threatened species policy and strategy, and the provision of advice to Ministers/government Administration of Flora and Fauna Guarantee Act 1988 and Wildlife Act 1975, e.g. listing of threatened species, development of Action Statements, issuing of authorisations relating to the taking, movement, keeping, breeding, displaying, etc. of threatened species Conservation management of threatened flora and fauna Implement and facilitate actions for the recovery of threatened species and improve knowledge of threatened species Conduct research into the status of threatened species and methods to ameliorate threatening processes Provide advice regarding proposals that impact on threatened species on public and private land Undertake compliance activities 	DELWP	<i>Flora and Fauna Guarantee Act 1988</i> <i>Wildlife Act 1975</i>
	<ul style="list-style-type: none"> Implement the State Planning Policy Framework and the Local Planning Policy Framework, including the Municipal Strategic Statement and local planning policies by referring permit applications under Environmental Significance Overlay, to appropriate referral authority (as per state standard provisions and local provisions). 	Local Government	<i>Local Government Act 1989</i> <i>Planning and Environment Act 1987</i>
	<ul style="list-style-type: none"> On ground management of threatening processes for the conservation of threatened species (e.g. predator control, exotic herbivore control) in parks and reserves managed by Parks Victoria 	Parks Victoria	<i>National Parks Act 1975</i> <i>Catchment and Land Protection Act 1994</i> <i>Flora and Fauna Guarantee Act 1988</i>
	<ul style="list-style-type: none"> Conservation management of threatened flora and fauna on water corporation-owned land Support responsible land managers (such as private landholders, local government and Parks Victoria) to manage threatened species outside of water corporation-owned land. Liaise with DELWP in providing advice to local government and the development industry on waterway-related habitat requirements for rare and threatened species in their role as a referral authority on developments 	Water Corporation	<i>Water Act 1989</i> <i>Flora and Fauna Guarantee Act 1988</i>

Program Theme	Major Activities	Partner Responsibility	Legislative Responsibilities
Native Vegetation and management	<ul style="list-style-type: none"> Conduct compliance activities on certain classes of public land Support implementation of the native vegetation regulations by: <ul style="list-style-type: none"> providing advice regarding on proposals to remove native vegetation to applicants (including as a referral authority and on public land) assisting consistent application of the regulations (training, stakeholder engagement, compliance, database management and reporting) Support policy development for native vegetation protection and management within the Victoria Planning Provisions Services for biodiversity, conservation, ecosystem/s functioning, heritage recreation and tourism Performance audit (annual strategic sample) 	DELWP	Planning and Environment Act 1987 Conservation Forests and Lands Act 1987 Flora and Fauna Guarantee Act 1988 Land Act 1958 Wildlife Regulations 2013
	<ul style="list-style-type: none"> Implement the State Planning Policy Framework and the Local Planning Policy Framework, including the Municipal Strategic Statement and local planning policies by referring permit applications under Vegetation Protection Overlay, to appropriate referral authority (as per state standard provisions and local provisions). On ground vegetation management – grazing, fire, herbivore control in parks and reserves 	Local Government	Local Government Act 1989 Planning and Environment Act 1987
Wildlife	<ul style="list-style-type: none"> Manage interactions between wildlife and people and sustainable use Policy and strategy for wildlife management and the provision of advice to relevant Ministers/Government Administer <i>Wildlife Act 1975</i> and its regulations including issuing authorisations for the taking, possession, trading, moving, destruction, sale, breeding, disturbance, and rehabilitation of wildlife Education of public regarding wildlife including promoting positive attitudes towards wildlife and an understanding of shared responsibilities Undertake compliance activities 	Parks Victoria DELWP	Flora and Fauna Guarantee Act 1988 Wildlife Act 1975 Wildlife Act 1975
Weeds and Pest Policy, Strategy and Investment	<ul style="list-style-type: none"> Develop weed and pest animal policy and strategy for weed and pest animal management for biodiversity protection on public and private land Provide policy advice, and advice to Minister / Government Strategic investment, planning and reporting for weeds and pests on public and private land Decision-support for strategic weed and pest animal management for the protection of key 	DELWP (Public) DEDITR (Private)	Catchment and Land Protection Act 1994 Flora and Fauna Guarantee Act 1988 Conservation, Forests and Lands Act 1987 National Parks Act 1975

Program Theme	Major Activities	Partner Responsibility	Legislative Responsibilities
	<p>biodiversity assets</p> <ul style="list-style-type: none"> • Municipal councils are the responsible road authority and committee of management for municipal roads on Crown land reserves • In relation to roadsides on Crown land, all reasonable steps must be taken to eradicate regionally prohibited weeds; prevent the growth and spread of regionally controlled weeds; and prevent the spread of, and as far as possible eradicate, established pest animals 	Local Government	<p><i>Road Management Act 2004</i> <i>Crown Land (Reserves) Act 1978</i></p>
Private Land Protection and Conservation	<ul style="list-style-type: none"> • Strategic conservation planning and implementation on private land • Protect native flora and fauna on private land in perpetuity through conservation covenants • Support landowners with advice through the stewardship support program • Purchase environmentally significant land through the Revolving Fund • Acquisition and maintenance of properties with high conservation value • Arrange eco-market agreements between proponents who have biodiversity offset requirements and landowners who want to protect the native vegetation on their properties 	Trust for Nature	<p><i>Victorian Conservation Trust Act 1972</i></p>
Permanent protection	<ul style="list-style-type: none"> • Section 69 agreements for permanent protection and management of biodiversity values 	DELWP	<p><i>Conservation, Forests and Lands Act 1987</i></p>
CROWN LAND MANAGEMENT			
Crown Land Management (excluding fire)	<ul style="list-style-type: none"> • Undertake assessment of Crown water frontages • Set licence conditions on basis of review • Administer licences and integrate their management with general waterway management • Stewardship of Crown Land Reserves (including delegated management), and support of Committees of Management • Public land and sustainable forest management services, excluding protected area estate delegated to Parks Victoria • Benefits to the community through effective management of Victoria's public land assets 	DELWP	<p>Management Services Agreement <i>Land (Reserves) Act 1978</i></p>
	<ul style="list-style-type: none"> • Provide management services for the protected area estate as agreed in the Management Services Agreement with the Secretary DELWP: <ul style="list-style-type: none"> ○ all areas reserved under the National Parks Act 1975 ○ all areas reserved under the Wildlife Act 1975 ○ nominated Crown land reserved under the Crown Land (Reserves) Act 1978 	Parks Victoria	<p><i>National Parks Act 1975</i> <i>Crown Land (Reserves) Act 1978</i> <i>Land Conservation Act 1970</i> <i>Heritage Rivers Act 1992</i></p>

Program Theme	Major Activities	Partner Responsibility	Legislative Responsibilities
	<ul style="list-style-type: none"> ○ conservation reserves reserved under the Crown Land (Reserves) Act 1978 and managed in accordance with approved land use recommendations under the Land Conservation Act 1970 ○ areas reserved under the Heritage Rivers Act 1992 ○ planning for all Ramsar sites and management of some sites ○ Conserve, protect and enhance natural and cultural heritage assets 		<p>Conservation Forests and Lands Act 1987 Water Industry Act 1994 Wildlife Act 1975</p>
	<ul style="list-style-type: none"> ● Municipal councils are the responsible road authority and committee of management for municipal roads on Crown land reserves ● In relation to roadsides on Crown land, all reasonable steps must be taken to eradicate regionally prohibited weeds; prevent the growth and spread of regionally controlled weeds; and prevent the spread of, and as far as possible eradicate, established pest animals ● Meet obligations under Land Use Activity Agreement (LUAA) 	Local Government	Road Management Act 2004 Crown Land (Reserves) Act 1978
		Public Land Managers	Victorian Traditional Owner Settlement Act 2010
TRADITIONAL OWNER RECOGNITION AND CULTURAL HERITAGE			
Traditional Owner Recognition	<ul style="list-style-type: none"> ● Meet cultural heritage obligations ● Understand Settlement Agreements with Traditional Owner Corporations ● Support Participation Strategies 	All	Native Title Act 1993 Victorian Traditional Owner Settlement Act 2010
Heritage places of natural or cultural significance	<ul style="list-style-type: none"> ● Implement the State Planning Policy Framework and the Local Planning Policy Framework, including the Municipal Strategic Statement and local planning policies by referring permit applications under Heritage Overlay, to appropriate referral authority (as per state standard provisions and local provisions). 	Local Government	Local Government Act 1989 Planning and Environment Act 1987
EMERGENCY MANAGEMENT (PREPAREDNESS, RESPONSE AND RECOVERY)			
Biosecurity	<ul style="list-style-type: none"> ● Biosecurity events including exotic animal disease, plant pest or disease, rapid and significant increases in established pest populations 	DEDTR	Plant Biosecurity Act 2010 Livestock Disease Control Act 1994
Wildlife Emergencies	<ul style="list-style-type: none"> ● Coordinate and respond to wildlife emergencies ● Control agency for the following wildlife emergencies as determined by the <i>Emergency Management Manual Victoria</i> (EMMV): <ul style="list-style-type: none"> ○ Is the lead agency for management of wildlife welfare issues arising from declared emergencies as determined by the Emergency Management Manual Victoria (EMMV). This includes wildlife affected by fire and flood 	DELWP	Emergency Management Act 1986 and Emergency Management Act 2013 Wildlife Act 1975

Program Theme	Major Activities	Partner Responsibility	Legislative Responsibilities
Fire Management	<ul style="list-style-type: none"> Reduced impact of bushfires and other extreme events on people, infrastructure and the environment Compliance activities targeted towards bushfire prevention 	DELWP Partners Victoria	<i>Forests Act 1958</i> <i>National Parks Act 1975</i> Code of Practice for Bushfire Management on Public Land 2012 Regional Fire Operations Plans
	<ul style="list-style-type: none"> Fire management in the closed special water supply catchment areas, carried out through existing arrangements in place between the water corporation and Parks Victoria and (in draft) DELWP 	DELWP with support from Partners Victoria and Water Corporation	<i>Water Act 1989</i> Code of Practice for Bushfire Management on Public Land 2012 Regional Fire Operations Plans
SALINITY	<ul style="list-style-type: none"> Implement the State Planning Policy Framework and the Local Planning Policy Framework, including the Municipal Strategic Statement and local planning policies by referring permit applications under Bushfire Management Overlay, to appropriate referral authority (as per state standard provisions and local provisions). 	Local Government	<i>Local Government Act 1989</i> <i>Planning and Environment Act 1987</i>
Irrigation Salinity	<ul style="list-style-type: none"> Prepare regionally specific irrigation development guidelines which are consistent with the Irrigation Development Guidelines Advisory Note, or subsequent guidance Coordinate and monitor new irrigation developments through the implementation of Irrigation Development Guidelines 	CMA	<i>Water Act 1989</i>
Dryland Salinity	<ul style="list-style-type: none"> Planning/coordination through Regional Soil Health Strategy or Salinity Action Plan Works/grants 	CMA	<i>Catchment and Land Protection Act 1994</i>
Salinity Management	<ul style="list-style-type: none"> Develop and coordinate the implementation of Land and Water Management Plans, or their equivalent, in accordance with the Regional Catchment Strategy and relevant state policy, framework, strategy, plan or guideline Monitor and report on progress of implementation against management action and targets in Land and Water Management Plans, or their equivalent, in accordance with any guidelines issued to the CMA Advise DELWP on the development and review of regional salinity targets and corresponding works programs in accordance with the Murray Darling Basin Agreement, or any subsequent such agreement 	CMA	<i>Catchment and Land Protection Act 1994</i>

Program Theme	Major Activities	Partner Responsibility	Legislative Responsibilities
	<ul style="list-style-type: none"> Report to DELWP annually on the allocation and uptake of salinity credits, salinity management activities and any changes to monitoring included in the Basin-wide Core Salinity Monitoring Network Implement the State Planning Policy Framework and the Local Planning Policy Framework, including the Municipal Strategic Statement and local planning policies by referring permit applications under Salinity Management Overlay, to appropriate referral authority (as per state standard provisions and local provisions). 	Local Government	Local Government Act 1989 Planning and Environment Act 1987
WEEDS AND PESTS			
Weed and Pest Animal Regulation and Compliance	<ul style="list-style-type: none"> Regulation and compliance programs on private land supporting community led action 	DEDJTR	Catchment and Land Protection Act 1994
Weed and Pest Animal On-ground Management	<ul style="list-style-type: none"> Management of priority non-indigenous weeds (pest plants) and pest animals, including management of new high risk incursions Regional/Catchment strategic direction, policy and priority setting Management and monitoring of [State-funded] cross tenure programs targeting priority species Provision of technical advice to assist development of regional strategies Development of regional priorities (as part of planning process) with all key stakeholders Meet obligations under the <i>Catchment and Land Protection Act 1994</i> for weed and pest animal management Provide management services for the protected area estate as agreed in the Management Services Agreement with the Secretary DELWP Prepare for, respond to and recover from fire and other emergencies Meet obligations under the Catchment and Land Protection Act 1994 for weed and pest animal management Reducing the impact of weeds and pest on key natural values on the protected area estate 	DELWP Parks Victoria Water Corporation	Conservation Forests and Land Act 1987 Catchment and Land Protection Act 1994 Crown Land (Reserves) Act 1978 Land Conservation Act 1970 Heritage Rivers Act 1992 Parks Victoria Act 1998 Catchment and Land Protection Act 1994 Water Act 1989 Statement of Obligations Catchment and Land Protection Act 1994

Program Theme	Major Activities	Partner Responsibility	Legislative Responsibilities
Pest Management-planning	<ul style="list-style-type: none"> Undertake regional planning for pest management in accordance with the Regional Catchment Strategy and relevant state policy, framework, strategy, plan or guideline Monitor and report on progress of implementation against priorities and targets in regional plans Advise the Minister on regional priorities for pest management 	CMA	<i>Catchment and Land Protection Act 1994</i>
WATER			
Environmental-Water	<ul style="list-style-type: none"> Manage waterways and the Environmental Water Reserve Plan for the management of environmental water in the short and long term in accordance with regional waterway strategies and state policy Provide on ground works programs for environmental water management and enhanced environmental water delivery Provide referral advice for statutory planning Delivery against the Ministerial Determinations for Water Use Objectives Prepare for each water season, seasonal proposals for the application or use of water in the Water Holdings Monitor programs to facilitate adaptive management of environmental water Participating in the development of local management plans, amendments to environmental and bulk entitlements and other water management processes as required 	CMA	<i>Water Act 1989</i>
	<ul style="list-style-type: none"> Act as a referral authority for both surface water and groundwater extraction licences Act as a referral authority for take and use water licensing and dams on waterways 	GMW	<i>Water Act 1989</i>
Floodplain Management	<ul style="list-style-type: none"> Develop and coordinate implementation of a regional floodplain management strategies Act as a recommending referral authority for floodplain matters including the following tasks: <ul style="list-style-type: none"> liaise with local government to include floodplain requirements in planning schemes Provide technical advice to community on flooding Provide flood advice and respond to flood inquiries Coordinate flood response programs for waterways Victorian Civil and Administrative Tribunal (VCAT) appeals <ul style="list-style-type: none"> Updates to flood databases Licensing works on waterways Issue works on waterways permits 	CMA	<i>Water Act 1989</i>

Program Theme	Major Activities	Partner Responsibility	Legislative Responsibilities
	<ul style="list-style-type: none"> Act as referral authority for floodplain related matters and building referrals Implement the State Planning Policy Framework and the Local Planning Policy Framework, including the Municipal Strategic Statement and local planning policies by referring permit applications under Land Subject to Inundation Overlay and Urban Floodway Zone and to appropriate referral authority (as per state standard provisions and local provisions). 	Local Government	<i>Local Government Act 1989 Planning and Environment Act 1987</i>
Water Supply	<ul style="list-style-type: none"> Urban and rural water supply Four of the water corporations provide rural water services, which include water delivery for irrigation and domestic and stock purposes, drainage, and salinity mitigation services. Rural water corporations issue both surface water and groundwater extraction licences Rural water corporations issue take and use water licensing and dams on waterways Act as determining referral authority for proposed development in Special Water Supply Catchments, including the following tasks: <ul style="list-style-type: none"> liaise with local government to include water quality requirements in planning schemes Provide technical advice to community on land development impacts on water quality Provide land development advice and respond to land development inquiries relating to water quality Undertake appeals to the Victorian Civil and Administrative Tribunal (VCAT) on water quality related matters 	Water Corporation	<i>Water Act 1989 Safe Drinking Water Act 2003 Planning and Environment Act 1987</i>
Wastewater	<ul style="list-style-type: none"> Sewerage and trade waste disposal and treatment Recycled water and drainage services Act as determining referral authority for both serviced and un-serviced development Liaise with local government on the development of Domestic Wastewater Management Plans 	Water Corporation	<i>Water Act 1989 Planning and Environment Act 1987 Statement of Obligations</i>
Water Quality	<ul style="list-style-type: none"> Use of environmental laws, policies and regulatory controls to protect the water environment Ensure water is safe for humans, animals and plants, and suitable for other important uses, like swimming Administer more specific laws to protect water environments, including the Pollution of Waters by Oil and Noxious Substances Act 1986, which deals with waste such as oil, chemicals and litter from ships Run a range of programs aimed at improving the quality of water environments and preventing water pollution 	Environment Protection Authority Victoria	<i>Environment Protection Act 1970</i>

Program Theme	Major Activities	Partner Responsibility	Legislative Responsibilities
<p>WATERWAYS AND DRAINAGE</p>	<p>Waterway Management</p> <ul style="list-style-type: none"> • Develop a regional Waterway Strategy for its waterway management district • Develop and implement regional work programs to maintain or improve the environmental condition of waterways (rivers, estuaries and wetlands) • Authorise works on waterways and act as a referral body for planning applications, licences to take and use water and construct dams, for water use and other waterway management issues • Administer licences for the extraction of sand and gravel from waterways • Provide grants to landholders, community groups and local government to undertake works to improve waterway condition • Assist in the response to natural disasters and extreme events (such as bushfires and floods) where they affect waterways • Provide water quality advice for emergency water quality management (for example, spills and fish deaths) • Undertake community participation, stewardship and awareness programs • Undertake condition monitoring of waterway health and waterway-related values • General Vessel Operating and Zoning Rules apply for all Victorian waters and local Scheduled operating and zoning rules apply for specific waterways. • Declared Waterway Managers have the following functions on the waters under their control: <ul style="list-style-type: none"> ○ Management of vessel activities • Declared Waterway Managers have the following functions in the waters under their control: <ul style="list-style-type: none"> ○ Management and allocation of moorings and berths ○ Provision and maintenance, in accordance with standards developed by the Safety Director, of navigation aids, including appropriate signage as to water levels, hazards and laws applying to the waters under the control of the waterway manager; ○ Control of navigation and vessel movement ○ Designation of areas in which anchorage of vessels is permitted and areas in which anchorage of vessels is not permitted ○ Altering or dredging of channels for navigation in accordance with any directions or determination of the Safety Director and as so required by the Safety Director <ul style="list-style-type: none"> ○ Removal or marking of obstructions • Waterway Managers must carry out functions in a manner that: <ul style="list-style-type: none"> ○ ensures the safe operation of vessels in the waters under the control of the waterway 	<p>CMA</p>	<p><i>Water Act 1989</i></p> <p><i>Marine Safety Act 2010</i></p>

Program Theme	Major Activities	Partner Responsibility	Legislative Responsibilities
	<ul style="list-style-type: none"> manager; and <ul style="list-style-type: none"> minimises the risk of environmental damage from the operation of vessels in the waters under the control of the waterway manager. 	CMA	<i>Water Act 1989</i>
Rural Drainage	<ul style="list-style-type: none"> Support to reduce environmental and cultural impacts of rural drainage, such as support to prepare environmental and cultural management plans Contribute to capability building for dryland rural drainage management 	Water Corporation	<i>Water Act 1989</i>
Groundwater dependent ecosystems	<ul style="list-style-type: none"> Identifying priority groundwater areas to protect and enhance groundwater dependent ecosystems such as wetlands and drought refuges 	Water Corporation	<i>Water Act 1989</i>
Integrated Water Management	<ul style="list-style-type: none"> Maximise best management of water through exploring integrated water management opportunities in all programs (e.g. development service schemes, waterway management activities) 	Water Corporation	<i>Water Act 1989</i>
INTEGRATED CATCHMENT MANAGEMENT			
Policy Priorities Monitoring Advisory	<ul style="list-style-type: none"> Provision of land management services to the public and stakeholders Provision of authoritative land status and land law advice to agencies such as Local Government Authorities, Catchment Management Authorities, and Water Authorities Services for biodiversity, conservation, ecosystem functioning, heritage recreation and tourism Public land and sustainable forest management services 	DELWP	<i>Catchment and Land Protection Act 1994</i>
Regional Catchment Planning, Advisory, Monitoring and Reporting	<ul style="list-style-type: none"> Coordinate the development, review and implementation of the Regional Catchment Strategy and related regional sub-strategies or plans which manage priority issues in the RCS and/or are specified by relevant State policies Monitor, evaluate and report on resource condition and management actions contained within the Regional Catchment Strategy and related regional sub strategies or plans Report on the condition and management of the region's land, water and biodiversity resources (Catchment Condition Reporting) Advise relevant Ministers on catchment condition, regional priorities, matters relating to catchment management and land protection, and guidelines for integrated management of land and water resources Work with regional communities, local government and other partners to incorporate local priorities that are appropriately considered into catchment plans and strategies 	CMA	<i>Catchment and Land Protection Act 1994</i>

Program Theme	Major Activities	Partner Responsibility	Legislative Responsibilities
Investment	<ul style="list-style-type: none"> Coordinate the development, implementation and management of Regional Catchment Investment Communication of national, state and regional environmental investment priorities Seek proposals or bids from service providers for the available funds Administer community grants on behalf of Minister(s) to assist in the implementation of the Regional Catchment Strategy and related sub-strategies and plans 	CMA	<i>Catchment and Land Protection Act 1994</i>
Partnerships	<ul style="list-style-type: none"> Promote co-operation of persons and bodies involved in land, water and biodiversity management in the region Promote community understanding and awareness of the importance of land, water and biodiversity resources, for their sustainable use, conservation and rehabilitation 	CMA	<i>Catchment and Land Protection Act 1994</i>
Landcare	<ul style="list-style-type: none"> Regional Landcare coordination and promotion General support to establish and maintain a register of Landcare groups Promote Regional Catchment Strategy priorities to Landcare groups and provide project development support, technical advice and opportunities to develop community skills Develop and coordinate the implementation of the regional action plan for Landcare and monitor, evaluate and report on progress against priorities and targets 	CMA	<i>Catchment and Land Protection Act 1994</i>

SCHEDULE 2: POLICY CHANGES – RESPONSIBILITIES RELATED TO NATURAL RESOURCE MANAGEMENT

Schedule 2 details the relevant responsibilities of Partnership Members under Victorian Government policy and for implementation of region-level policy. This Schedule should be completed and updated as policy is released, and through discussion within each Partnership.

Policy title	Release date	Relevant action / direction	Region-level implementation responsibility
<i>E.g. Protecting Victoria's Environment – Biodiversity 2037</i>	April 2017	Establish forums for biodiversity response planning Coordinate biodiversity forums Liaise and coordinate with other Catchment Partnerships for biodiversity	DELWP regions To be determined by the Partnership To be determined by the Partnership

SCHEDULE 3 : NON-SIGNATORY PARTNERS

Schedule 3 records non-signatory partners to the Partnership Agreement who may participate in meetings and delivery of shared objectives.

Organisation type	Organisation	Relevance to the partnership	Commenced participation	Key contact name	Phone	Email
Government Department	Department of Health and Human Services (DHHS) – North	Environmental outcomes may influence public health outcomes	November 2016	Leanne Wells	0400 412 208	leanne.wells@dhhs.vic.gov.au
Local Government	City of Ballarat	Geographically, the City of Ballarat only has a small overlap with the Partnership area at the southernmost extremity of the North Central region.	April 2018	Quenton Gay	0400 979 346	quentongay@ballarat.vic.gov.au
Local Government	Mitchell Shire Council	The Mitchell Shire only has a small overlap with the Partnership area on the south-east edge of the North Central region. As such the Shire would prefer to prioritise participation to those agreements which are more geographically relevant.	January 2018	Tim Partridge	(03) 5734 6341	tim.partridge@mitchellshire.vic.gov.au

SCHEDULE 4: OTHER PARTNERSHIPS AND AGREEMENTS

Schedule 4 records partnerships, agreements and other arrangements between organisations that are separate from the Catchment Partnership but are relevant to its work.

Partnerships can include formalised agreements such as memorandums of understanding and other partnerships in this Schedule, and less formal instruments such as ongoing roundtables. Bodies and committees established for relevant community engagement and involvement should also be included in this Schedule.

Agreement title or identifier	Agreement type (e.g. MOU, round table, etc.)	Parties to the agreement	Term of the agreement (if fixed)	Purpose of the agreement	Relevance to the Partnership
Loddon Campaspe Regional Partnership	Regional Partnership	Nigel McGuckian (Chair), Loddon Shire, Campaspe Shire, City of Greater Bendigo, Mount Alexander Shire, Central Goldfields Shire, Macedon Ranges Shire, Department of Economic Development, Jobs, Transport and Resources, Regional Development Australia, Warrnie Baker, Dr Kate Burke, Rodney Carter, Robyn Lindsay, David Richardson and Prof Richard Speed	Since 2016	Regional Partnerships consult and engage with their communities year-round to identify priorities for their regions and to develop collaborative solutions to local problems.	All six municipalities in the Loddon Campaspe Regional Partnership are located in the North Central region. Annual Regional Assemblies provide an opportunity for consideration of NRM priorities within those municipalities in the Victorian Budget.
Mallee Regional Partnership	Regional Partnership	Winifred Scott (Chair), Swan Hill Rural City, Gannawarra Shire, Buloke Shire, Mildura Rural City, Department of Education and Training, Regional Development Australia, Simone Heald, Dr Antonio Alessi, Robert Jardine, Kay Martin, Glenn Stewart and Rebecca Wells	Since 2016	Regional Partnerships consult and engage with their communities year-round to identify priorities for their regions and to develop collaborative solutions to local problems.	Three of the four municipalities in the Mallee Regional Partnership are located in the North Central region. Annual Regional Assemblies provide an opportunity for consideration of NRM priorities within those municipalities in the Victorian Budget.
Central Highlands Regional Partnership	Regional Partnership	George Fong (Chair), City of Ballarat, Ararat Rural City, Golden Plains Shire, Hepburn Shire, Moorabool Shire, Pyrenees Shire, Department of Environment Land Water and Planning, Regional Development Australia, Jennifer Ganske, Susan Honeyman, Tim Matthews, Janelle Ryan, Geoff Sharp and Mitchel Watson	Since 2016	Regional Partnerships consult and engage with their communities year-round to identify priorities for their regions and to develop collaborative solutions to local problems.	Four of the six municipalities in the Central Highlands Regional Partnership intersect the North Central region. Annual Regional Assemblies provide an opportunity for consideration of NRM priorities within those municipalities in the Victorian Budget.

Agreement title or identifier	Agreement type (e.g. MoU, round table, etc.)	Parties to the agreement	Term of the agreement (if fixed)	Purpose of the agreement	Relevance to the Partnership
Wimmera Southern Mallee Regional Partnership	Regional Partnership	David Jochinke (Chair), Northern Grampians Shire, Horsham Rural City, West Wimmera Shire, Hindmarsh Shire, Department of Environment Land Water and Planning, Regional Development Australia, Emma Vogel, Robyn Gulline, Ralph Kenyon, Catherine Morley, John Richmond, Wendy Sturgess, Emelia Sudholz and Mark Williams	Since 2016	Regional Partnerships consult and engage with their communities year-round to identify priorities for their regions and to develop collaborative solutions to local problems.	One of the five municipalities in the Wimmera Southern Mallee Regional Partnership are located in the North Central region. Annual Regional Assemblies provide an opportunity for consideration of NRM priorities within the Northern Grampians Shire within the Victorian Budget.
Goulburn Regional Partnership	Regional Partnership	David McKenzie (Chair), Mitchell Shire, Murrindindi Shire, Strathbogie Shire, Moira Shire, City of Greater Shepparton, Department of Economic Development, Jobs, Transport and Resources, Regional Development Australia, Suzanne Miller, Paul Briggs OAM, Paul Culpin, Peter Hall, Jamie Lea and Sally Macdonald	Since 2016	Regional Partnerships consult and engage with their communities year-round to identify priorities for their regions and to develop collaborative solutions to local problems.	One of the five municipalities in the Goulburn Regional Partnership intersect the North Central region. Annual Regional Assemblies provide an opportunity for consideration of NRM priorities within the Mitchell Shire in the Victorian Budget.
Coliban Integrated Water Management (IWM) Forum	IWM Forum	Coliban Water, Grampians Wimmera Mallee Water, Goulburn Murray Water, North Central CMA, DELWP (Central and Loddon Mallee), Traditional Owners, City of Greater Bendigo, Loddon Shire Council, Mount Alexander Shire Council, Hepburn Shire Council, Campaspe Shire Council, Macedon Ranges Shire Council, Gannawarra Shire Council, Central Goldfields Shire Council, Mitchell Shire Council and Victorian Planning Association.	Since November 2017	The Coliban IWM Forum provides a collaborative platform for overseeing, supporting and, where necessary, facilitating water's contribution to resilience and liveability in Victoria's cities and towns. It brings together organisations that influence all elements of the water cycle including waterways, wastewater management, alternative and potable water supply, stormwater management and water treatment.	Water corporations, catchment management authorities, and local government all play a key role in delivering water related liveability benefits.

Agreement title or identifier	Agreement type (e.g. MoU, round table, etc.)	Parties to the agreement	Term of the agreement (if fixed)	Purpose of the agreement	Relevance to the Partnership
Central Highlands Integrated Water Management (IWM) Forum	IWM Forum	Central Highlands Water, Southern Rural Water, Goulburn Murray Water, North Central CMA, Corangamite CMA, Glenelg Hopkins CMA, DELWP (Gramplans), Traditional Owners, City of Ballarat, Central Goldfields Shire Council, Golden Plains Shire Council, Hepburn Shire Council, Moorabool Shire Council and Pyrenees Shire Council.	Since March 2018	The Central Highlands (WM) helps local government and water sector organisations to work together on urban water management outcomes including safe, secure and affordable water supply and wastewater systems, flood resilience, waterway health and healthy urban landscapes.	Water corporations, catchment management authorities, and local government all play a key role in delivering water related liveability benefits.
Dja Dja Wurrung Recognition and Settlement Agreement (RSA)	Implementation Project Control Group (PCG)	Dja Dja Wurrung Clans Aboriginal Corporation, Department of Environment, Land, Water and Planning (Loddon Mallee and Gramplans), Department of Economic Development, Jobs, Transport and Resources, North Central CMA and Parks Victoria.	Since 2016	The Project Control Group (PCG) oversees implementation of parts of the Dja Dja Wurrung Recognition and Settlement Agreement (RSA) that remain outstanding, namely the NRM Participation Strategies (Schedule 16). The PCG also provides a forum for identifying emerging issues relevant to implementation that are not readily picked up through normal business operations.	Establish effective linkages and facilitate communication between the NRM Participation Strategies and other relevant NRM activities in the RSA area, including Joint Management Planning.

B.18.90 SWAN HILL INDOOR SPORT AND RECREATION CENTRE BUDGET

Responsible Officer: Director Development and Planning
File Number: S09-20-03
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 is to present the 2018/19 Swan Hill Indoor Sport and Recreation Centre budget.

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. The Swan Hill Rural City 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 Badminton Association, Swan Hill Squash Club, Swan Hill Futsal Club and a Councillor. Council Officers also attend meetings as required.

As part of the Committee's obligations under the Instrument of Delegation (1.25), the committee is required "to develop and maintain an annual budget to be approved by Council by the end of April each year."

The Stadium is a key sport and recreational facility in the Swan Hill region which facilitates activities for Basketball, Badminton, Squash, Volleyball, Futsal, school based activities and events. The AFL Central Murray Regional Administration Centre is also located within this facility.

2018/19 Proposed Budget

It is worth noting that the following changes have impacted the 2018/19 budget (staff and administration):

- The Stadium Manager was previously employed by Council at a cost of approximately \$100,000 per annum which was reimbursed to Council by the Committee of Management, which is shown under Council Managers Wage in the 2017/18 budget.

- The Stadium Manager resigned and AFL Central Murray was engaged to manage The Stadium until June 30, 2018 at a fee of \$50,000 per annum pro rata.
- With the reduction in management fees (expenses), the Committee of Management (CoM) lowered the hire fees for all user groups (income). This was to enable user groups the ability to lower their fees and attract additional participants (who could not normally afford to play).
- AFL Central Murray was identified as the preferred applicant to manage the Stadium at a cost of approximately \$75,000 which is shown in the budget under Administration.

The process of engaging a suitably qualified and experienced contractor and determining the Stadium management fee (as opposed to appointing a Council staff member) has resulted in a delay in presenting the 2018/19 budget to Council.

In the 2018/19 budget, Council approved a \$40,000 (ex GST) cash contribution to the operations of The Stadium.

In addition, Council has allocated \$73,000 from the 2018/19 Property Maintenance Budget to assist with renewal/ of plant and equipment, maintenance, fire services, pest control, carpentry, roof plumbing and upgrading air conditioning equipment at The Stadium.

As at the end of June 2018, there was \$22,466 in the Committee's bank account. Of these funds, the committee has committed a \$15,000 contribution to partner with Council to purchase new electronic winches and install new basketball ring systems on Court 2.

This will result in a \$7,466 balance to be bought forward for the 2018/19 Financial Year.

Swan Hill Indoor Sport and Recreation Centre 2018/19 Operational Budget

At The Stadium meeting on Wednesday, 12 September 2018, the COM moved a motion to endorse the 2018/19 Budget, shown below:

**Swan Hill Indoor Sports and Recreation Centre
 Annual Budget 2018/19**

	Notes	Original Budget Jul 17 - Jun 18	Revised Budget Jul 17 - Jun 18	Actual Jul 17 - Jun 18	COM Adopted Budget FY18/19
Income					
<u>Competitions</u>					
Badminton		\$12,618.00	\$10,716.54	11,843.68	10,000.00
Basketball		\$46,037.54	\$34,809.56	\$28,417.76	\$32,030.50
Netball	1	\$27,729.99	\$27,729.99	\$13,091.97	\$20,120.00
Futsal		\$5,476.92	\$4,178.56	3,123.57	3,338.75
Squash		\$4,764.86	\$4,764.86	4,853.74	4,852.70
Tennis		\$1,299.98	\$1,299.98	\$761.80	\$726.00
Volleyball	2	\$199.92	\$199.92	\$1,009.10	\$1,190.00
<i>Total Competitions</i>		\$98,127.21	\$83,699.41	\$63,101.62	\$72,257.95
AFL Central Murray	3	\$2,906.34	\$2,906.34	\$3,065.51	\$6,781.68
Casual Hire	4	\$10,031.20	\$10,031.20	11,195.46	2,765.00
Council Support		\$40,000.00	\$40,000.00	\$46,916.99	\$40,000.00
Kiosk		\$4,599.96	\$4,599.96	\$4,500.81	\$4,772.40
Levies		\$760.00	\$760.00	\$268.17	\$770.00
Sponsorship/Grants		\$6,899.88	\$6,899.88	\$3,181.81	\$4,500.00
Sundries		\$199.92	\$199.92	\$301.46	\$150.00
Total Income		\$163,524.51	\$149,096.71	\$132,531.83	\$131,997.03
Expense					
Administration	5	\$1,539.12	\$1,539.12	\$30,591.97	\$74,731.67
Bank Charges		\$120.00	\$120.00	\$157.26	\$130.00
Cleaning		\$23,701.04	\$23,701.04	\$18,998.74	\$26,236.32
Competition	6	\$6,609.72	\$6,609.72	\$1,959.94	\$1,935.00
Council - Managers Wage	7	\$102,049.92	\$65,692.20	\$45,789.24	\$0.00
Professional Fees		\$1,219.96	\$1,219.96	\$1,562.18	\$900.00
Repairs/Maintenance		\$6,275.00	\$6,275.00	\$8,487.26	\$8,350.00
Staff	8	\$6,699.84	\$6,699.84	\$11,795.70	\$0.00
Sundry Expenses		\$0.00	\$0.00	-\$30.76	\$0.00
Uncategorized Expenses		\$0.00	\$0.00	\$54.55	
Telephone		\$2,499.96	\$2,499.96	\$2,552.36	\$2,200.00
Utility		\$12,393.84	\$12,393.84	\$14,262.10	\$14,850.00
Total Expense		\$163,108.40	\$126,750.68	\$136,180.54	\$129,332.99
Surplus / (Deficit)		\$416.11	\$22,346.03	-\$3,648.71	\$2,664.04

Budget Reference Notes:

1. Netball has underperformed this year with change in management and timelines. Expected to improve better than budgeted \$20,000.
2. New competition becoming stronger.
3. Includes office rental, power usage and association usage. Office rental lease is being renegotiated - budgeted on \$90 a week.
4. Includes group fitness (no longer operates), school usage and casual hire.
5. Increase includes the \$4,167 pro-rata (\$50,000pa for AFL Management MOU) for July then August onwards \$6,250 month pro-rata (\$75,000 for new tender management structure).
6. Netball fees now paid online directly by teams when they register, removing requirement for CoM to process payment of insurance.
7. Council Manager resigned in Oct 2017. Costs changed and moved to administration. See Note 8.
8. Netball manager has resigned. Now managed with AFL under MOU to pay \$30 an hour on top of AFL Management Agreement and is reflective Administration expense.

Court fees for the 2018/19 financial are proposed to remain the same, and are outlined below:

	2017/18 Revised in October 2018	2018/19 Proposed
Non Regular Users	\$30.00	\$30.00
Ladies Tennis	\$8.00	\$8.00
All Competitions (Regular User Groups)	\$35.00	\$35.00
Training		
- With Lights	\$30.00	\$30.00
- Organised Private/Elite Less than 5 players, per person	\$5.00	\$5.00
Schools		
- With Lights	\$30.00	\$30.00
Squash		
- Club Competitions	\$20.00	\$20.00
- Casual Hire	\$20.00	\$20.00
Introductory Days	\$30.00	\$30.00
Non Cancellation Notice	\$55.00	\$55.00

Consultation

The Stadium user groups are represented on the CoM and have developed the proposed 2018-19 Budget.

Financial Implications

The CoM is expected to have a surplus at the end of the 2018/19 Financial Year of \$2,664 operational and \$7,466 funds bought forward from the 2017/18 budget. A total of \$10,130.

Council contributes \$40,000 ex GST towards the operations of The Stadium. In addition, Council provides financial support through the Property Maintenance budget to undertake maintenance and renewal programs (E.g. air conditioning, roof works, sub floor works, basketball ring renewal) and pays the insurance premium for The Stadium.

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

The venue is more than forty years old. It is important that The Stadium is maintained and equipment renewed to provide a safe and compliant facility for all community members and stakeholders.

The CoM is responsible for ensuring that the venue is managed and operated in a safe manner (E.g. testing and tagging, floor surface renewals, maintenance of equipment and furniture, canteen/cleaning contracts, safe food handling, user group insurances, managing contractors).

Council Plan Strategy Addressed

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

Options

1. Approve the Swan Hill Indoor Sport and Recreation Centre 2018/19 Operational Budget as proposed by the Swan Hill Indoor Sport and Recreation Centre Committee of Management.

Or

2. Reject the Swan Hill Indoor Sport and Recreation Centre 2018/19 Operational Budget as proposed by the Swan Hill Indoor Sport and Recreation Centre Committee of Management

Recommendation

That Council approve the Swan Hill Indoor Sport and Recreation Centre 2018/19 Operational Budget as proposed by the Swan Hill Indoor Sport and Recreation Centre Committee of Management.

B.18.91 SWAN HILL RIVERSIDE SHARED PATH STAGE 3 & YAMAGATA JAPANESE GARDEN

Responsible Officer:	Director Development and Planning
File Number:	S10-27-13-27
Attachments:	1 Swan Hill Riverside Shared Path Functional Design 2 Yamagata Japanese Garden Conceptual Design 3 Shared Path & Yamagata Risk Assessment Management plan

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 Council on the draft Swan Hill Riverside Shared Path Functional Design before the public consultation process.

This report will also provide Council with an update on the Yamagata Japanese Garden conceptual designs and a recent grant received from Regional Tourism & Development Program.

Discussion

Swan Hill Riverside Shared Path

The Swan Hill River Precinct shared path is an important component of the Swan Hill Riverfront Masterplan. It provides riverside users with a seamless path to walk along the river, and link key public spaces, facilities and uses. The development of this 4.5km path has been divided into three stages, to optimise funding opportunities: The following stages have been completed:

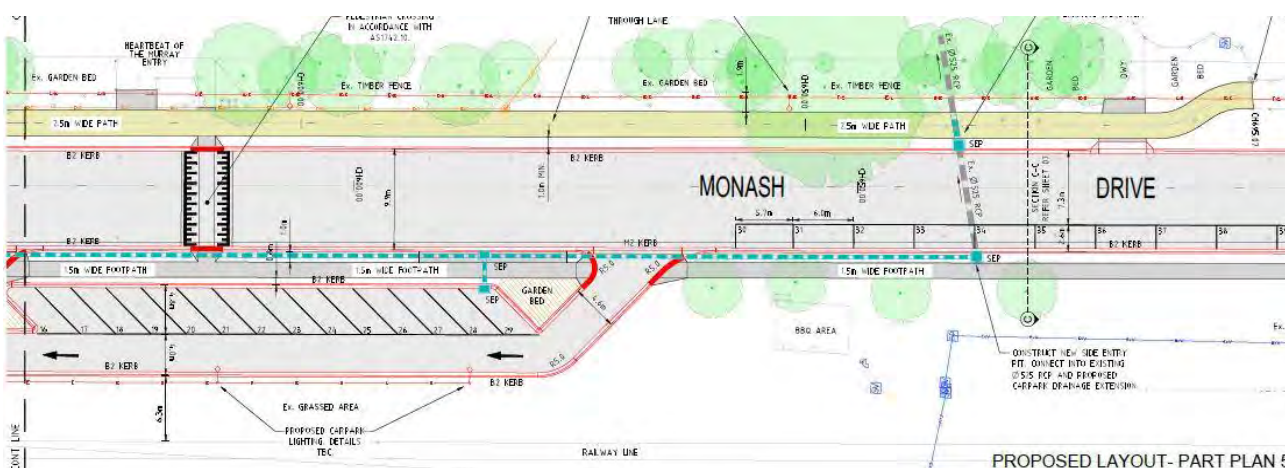
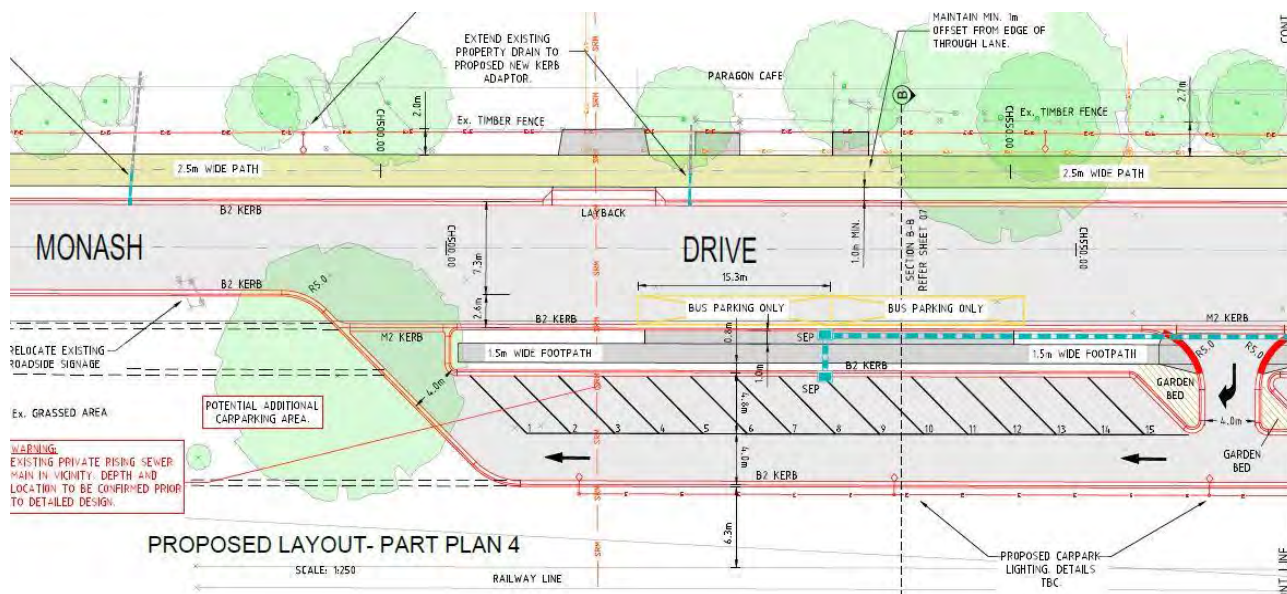
- Shared path between Wetlands in Milloo Street to the entrance of the Big 4 Riverside Park;
- Shared path from southern end of Pioneer Settlement (Gem) to Spoons Restaurant / Art Gallery.

The scope of works for the remaining sections includes:

- Providing Swan Hill Riverfront Shared Path Functional Designs and Layout plans including typical details to obtain in principal approval from all the relevant authorities, such as VicTrack & VLine. Once approvals have been sought designs will progress to „For Construction Documentation,„. These function designs detail includes:

Car parks

- a) Car park on VicTrack land opposite Pioneer Settlement;
- b) Retaining wall (if required) for car park on VicTrack land;
- c) Setting out on-street car parking, including Bus bays/caravan and car parking;
- d) Raised Pedestrian Crossing between VicTrack car park and Pioneer Settlement;
- e) Drainage as required;
- f) Lighting as required, which includes the functional design only and excludes electrical engineering and detailed design services.



Pathway / boardwalk

- a) Shared path/bicycle lane routes;
- b) Viewing Deck/Boardwalk (excludes structural design services);
- c) Boardwalk/path lighting;
- d) Embankment improvement;
- e) Balustrade/bollards;
- f) Roadside safety barriers;
- g) Remove trees where required (as approved).



Road

- a) Widen road along side of grain shed to allow more room for shared path on caravan park side;
- b) c) Assess and upgrade Monash Dr between the Caravan Park entrance, down to the Gem;
- d) Drainage;
- e) Traffic assessment;
- f) Traffic signs etc.

Park/landscape

Conceptual plans for the Yamagata Garden site.

Once „For Construction Documentation“ has been finalised, a full independent cost analysis will be undertaken, to ensure the project is „shovel ready“.

Yamagata Garden

Council has undertaken a detailed conceptual design and cost estimate for the Yamagata Japanese Garden. This garden will highlight and reinforce the

commitment, growth of understanding and friendship that has evolved between Swan Hill and Yamagata, since the sister-city relationships began in 1980.

The garden design incorporates significant elements that are common to the Yamagata region, taking into consideration the contrasting environment of the Swan Hill region. These elements include water, earth and wood, which will be represented by:

- Landscape features with gravel raked into patterns;
- Granite stones, rocks, stepping stones and bamboo;
- Almond trees;
- Stone lantern/s.

To progress both these projects, Council will undertake a four week community consultation process and engaged with key stakeholders. This will include a mix of local media campaign activities will be undertaken including newspaper, radio and Facebook advertising, as well as press releases and stakeholder engagement to increase awareness of the projects and provide opportunity for comment / feedback.

It is anticipated the draft conceptual plans will be presented to Council early in 2019 for final approval.

Consultation

Through the development of the Draft Riverside Shared Path and Yamagata Japanese Garden conceptual designs key stakeholders have been targeted to contribute their expertise and information. These include:

- VicTrack
- Business operators (Riverside Park Big4)
- Swan Hill Yamagata Committee
- Council departments including Parks and Garden, Environment, Engineering and Pioneer Settlement

Financial Implications

- Swan Hill Riverfront Masterplan Budget has allocated \$500,000 towards the realignment of Monash Drive in 2020/2021

Social Implications

- Increase social interactions
- Support liveability factors
- Support health and wellbeing factor
- Increase community pride
- Strengthen relations and connection with Swan Hill's sister-city

Economic Implications

- Will create new jobs in the construction phase of the project
- Support business growth and development along the riverfront precinct
- Ongoing maintenance cost for Council

Environmental Implications

- Native Vegetation/ tree removal - Independent Flora and Fauna assessment to be undertaken during Detailed Designs & Construction design phase by awarded consultant

Risk Management Implications

- Refer to attached Shared Path & Yamagata Risk Assessment Management plan

Council Plan Strategy Addressed

Infrastructure - Infrastructure that appropriately services community needs.

Options

1. Endorse the draft Swan Hill Riverside Shared Path Function Designs and Yamagata Japanese Garden Conceptual Plans and support their release for public comment.
2. Request further changes and or amendments to draft conceptual plans.

Recommendation

That Council approves the draft conceptual plans outlined in this report to be released for public comment ending Friday 4 January 2019.

SWAN HILL RURAL CITY COUNCIL RIVERSIDE SHARED PATH FUNCTIONAL DESIGN

LOCATION:
SWAN HILL, VICTORIA

CONCEPT

FOR DISCUSSION PURPOSES ONLY



REV	DESCRIPTION	DATE	DOCUMENT STATUS	APP.
P1	CONCEPT - FOR DISCUSSION PURPOSES ONLY	31/03/18	CONCEPT	SH
P1	CONCEPT - FOR DISCUSSION PURPOSES ONLY	19/03/18	CONCEPT	
P1	CONCEPT - FOR DISCUSSION PURPOSES ONLY	06/03/18	CONCEPT	

Project No: 16099

Drawing	Sheet Number	Plan Title
16099_01	01	COVER SHEET, DRAWING INDEX & GENERAL NOTES
16099_02	02	EXISTING CONDITIONS - PART PLANS 1 & 2
16099_03	03	EXISTING CONDITIONS - PART PLANS 3
16099_04	04	FUNCTIONAL LAYOUT - PART PLANS 1 & 2
16099_05	05	FUNCTIONAL LAYOUT - PART PLANS 3
16099_06	06	FUNCTIONAL LAYOUT - PART PLANS 4 & 5
16099_07	07	TYPICAL CROSS-SECTIONS

GENERAL NOTES:
 1. ALL DIMENSIONS ARE IN METERS. LEVELS ARE TO AUSTRALIAN HIGH DATUM (AHD)
 2. EXISTING SERVICES SHOWN IN THESE DRAWINGS ARE PROVIDED FOR GUIDANCE ONLY
 3. EXISTING SURFACE LEVELS, BENCH MARKS AND FEATURES ARE BASED UPON EXISTING
 SURVEY DATA AND VISUAL INSPECTION.

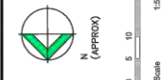


CONCEPT
FOR DISCUSSION PURPOSES ONLY

- LEGEND**
- DIST. SIGN
 - EXISTING DRIVE MARK
 - EXISTING DRIVE CENTRAL MARK
 - PERMANENT CONCRETE MARK
 - EXISTING DRIVE CHANGING
 - KERB & CHANNEL
 - EDGE OF SHOULDER (ES)
 - EDGE OF DRIVE (ED)
 - SOFT POINT
 - TOP OF BANK (TB)
 - CHANGE OF GRADE (CG)
 - SKIN MARKER (SM)
 - SKIN MARKER (SM) / FIVE (FIVE)
 - GAS PROPERTY CONNECTION
 - ELECTRICITY POLE & OVERHEADS
 - WATER MAIN (DISPRESSED)
 - SEWER MAIN (WALD)
 - RAIL
 - RAILROAD
 - STORMWATER PIPE / BOX CULVERT
 - STORMWATER PIT
 - EXISTING PAVEMENT/CONCRETE AREA
 - BOUNDARY

DRAWING NO. 18009-02
SHEET NO. 02 OF 07
REVISION NO. P3
CAD. 18009-01-03.dwg

SWAN HILL RURAL CITY COUNCIL
RIVERSIDE SHARED PATH FUNCTIONAL DESIGN
SWAN HILL, VIC
EXISTING CONDITIONS PLAN
PART PLANS 1 & 2



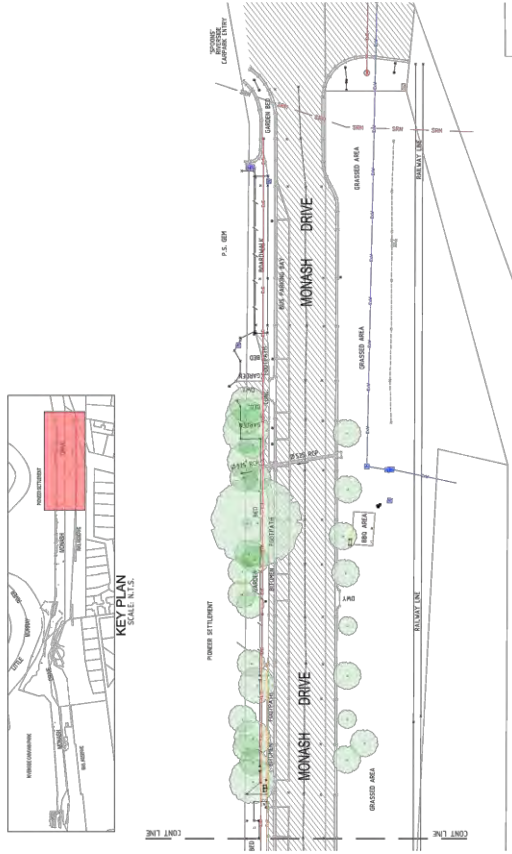
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OCEAN DRIVE, VIC 3226
DRAWN: RH FEB 18
SCALE: 1:500

NO.	DESCRIPTION	DATE	DOCUMENT STATUS	APP.
P3	CONCEPT - FOR DISCUSSION PURPOSES ONLY	31.01.18	CONCEPT	RH
P2	CONCEPT - FOR DISCUSSION PURPOSES ONLY	19.11.18	CONCEPT	RH
P1	CONCEPT - FOR DISCUSSION PURPOSES ONLY	09.11.18	CONCEPT	RH

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LEGEND

EXISTING	NEW
PERMANENT CENTRAL MARK	PERMANENT CENTRAL MARK
KERB & CHANNEL	KERB & CHANNEL
EDGE OF SHOULDER (ES)	EDGE OF SHOULDER (ES)
SKIN POINT	SKIN POINT
TOP OF BANK (TB)	TOP OF BANK (TB)
CHANGE OF GRADE (CG)	CHANGE OF GRADE (CG)
SEWER MANHOLE	SEWER MANHOLE
GAS PROPERTY CONNECTION	GAS PROPERTY CONNECTION
ELECTRICITY POLE & OVERHEADS	ELECTRICITY POLE & OVERHEADS
WATER MAIN (DISPRESSURED)	WATER MAIN (DISPRESSURED)
SEWER BORE (NON VALVED)	SEWER BORE (NON VALVED)
RAILROAD	RAILROAD
STORMWATER PIPE / BOX CULVERT	STORMWATER PIPE / BOX CULVERT
EXISTING PAVEMENT/CONCRETE AREA	EXISTING PAVEMENT/CONCRETE AREA
CONTOUR	CONTOUR



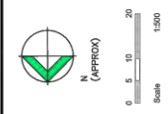
REFER PART PLAN 2 (ON SHEET 02) FOR CONTINUATION

EXISTING CONDITIONS - PART PLAN 3
SCALE 1:500

CONCEPT
FOR DISCUSSION PURPOSES ONLY

DRAWING NO.	18009-03
SHEET NO.	03 OF 07
REVISION NO.	P3
CAD.	18009_P1-03.dwg

SWAN HILL RURAL CITY COUNCIL
RIVERSIDE SHARED PATH FUNCTIONAL DESIGN
SWAN HILL, VIC
EXISTING CONDITIONS PLAN
PART PLAN 3



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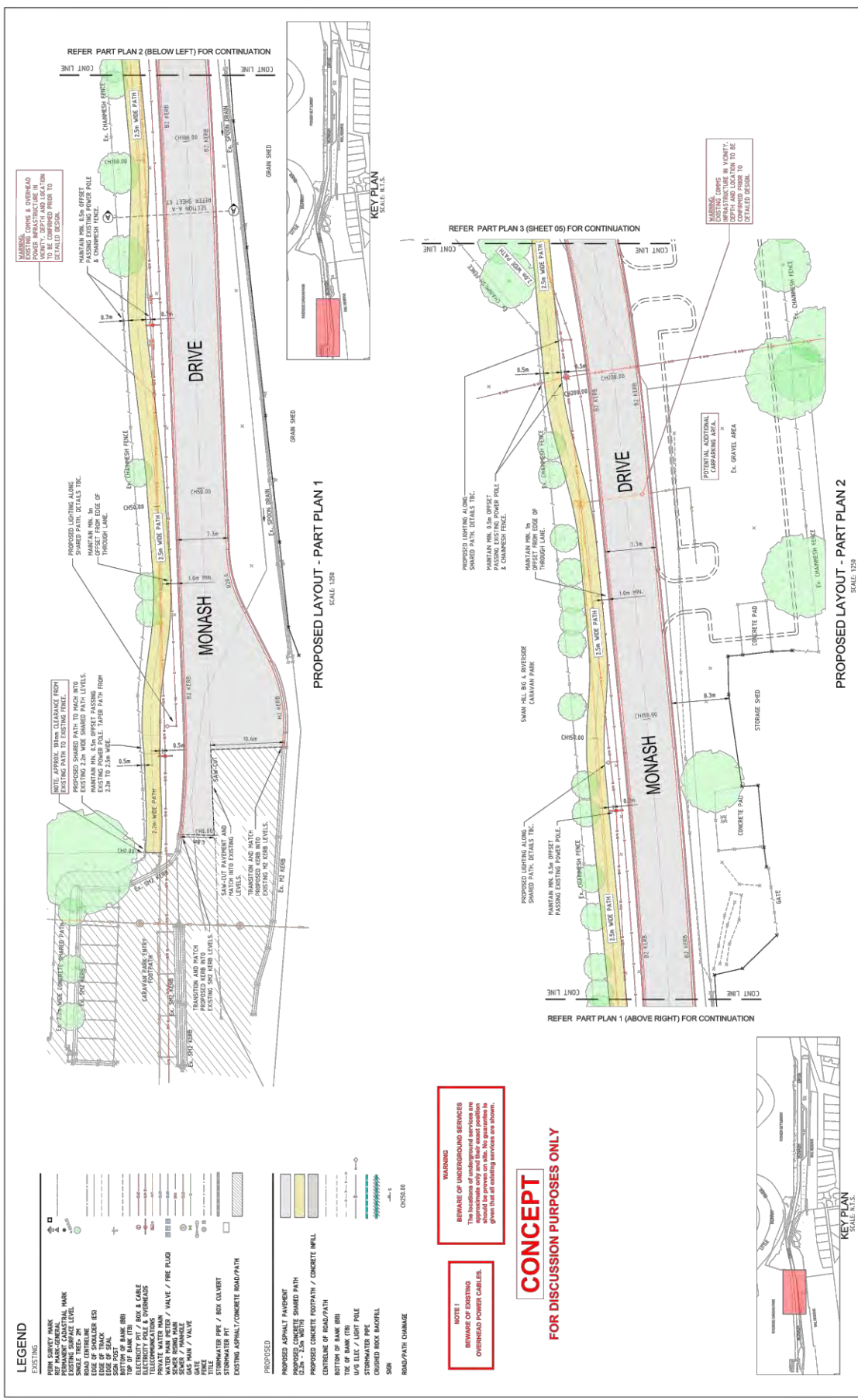
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CHECKED BY: BD
DATE: FEB 18
SCALE: 1:500

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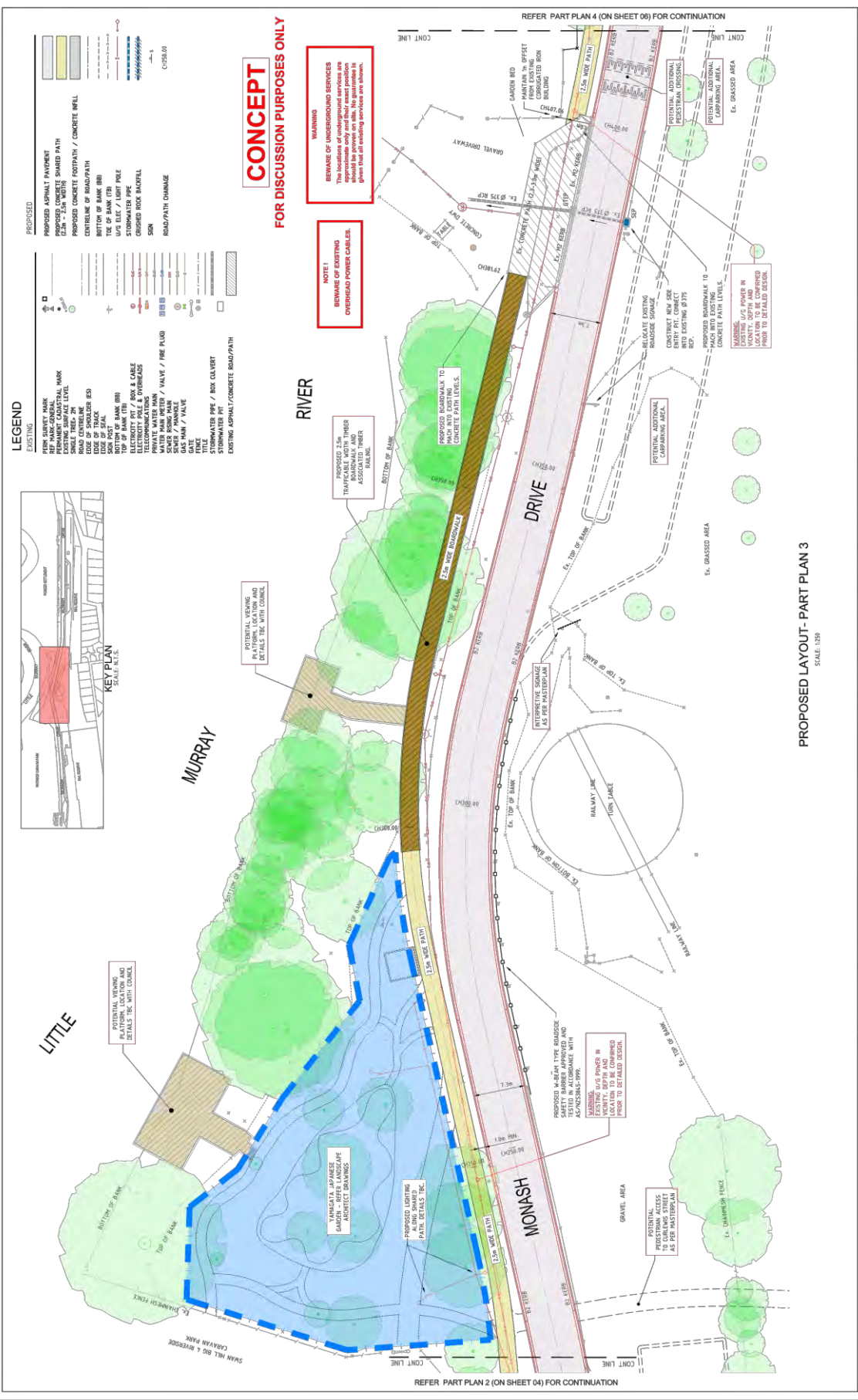
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SWAN HILL RURAL CITY COUNCIL
 RIVERSIDE SHARED PATH FUNCTIONAL DESIGN
 SWAN HILL, VIC
FUNCTIONAL LAYOUT - PART PLANS 1 & 2

DRAWING NO. 18009-04
 SHEET NO. 04 OF 07
 REVISION NO. P3
 CAD. 18009-04-07.dwg

SCALE: 1:250
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 METRES
 (APPROX)

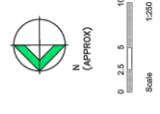
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P2	CONCEPT - FOR DISCUSSION PURPOSES ONLY	19.03.18	CONCEPT	RH
P1	CONCEPT - FOR DISCUSSION PURPOSES ONLY	09.03.18	CONCEPT	RH



PROPOSED LAYOUT - PART PLAN 3
SCALE: 1:250

DRAWING NO.	18009-05
SHEET NO.	05 OF 07
REVISION NO.	P3
CAD.	18009-04-07-489

SWAN HILL RURAL CITY COUNCIL
RIVERSIDE SHARED PATH FUNCTIONAL DESIGN
SWAN HILL, VIC
FUNCTIONAL LAYOUT -
PART PLAN 3



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 • Urban Form •
 • Urban Structure •
 • Urban Systems •
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 • Urban Infrastructure •
 • Urban Facilities •
 • Urban Amenities •
 • Urban Quality •
 • Urban Resilience •
 • Urban Sustainability •
 • Urban Innovation •
 • Urban Leadership •
 • Urban Excellence •
 • Urban Distinction •
 • Urban Impact •
 • Urban Legacy •
 • Urban Future •

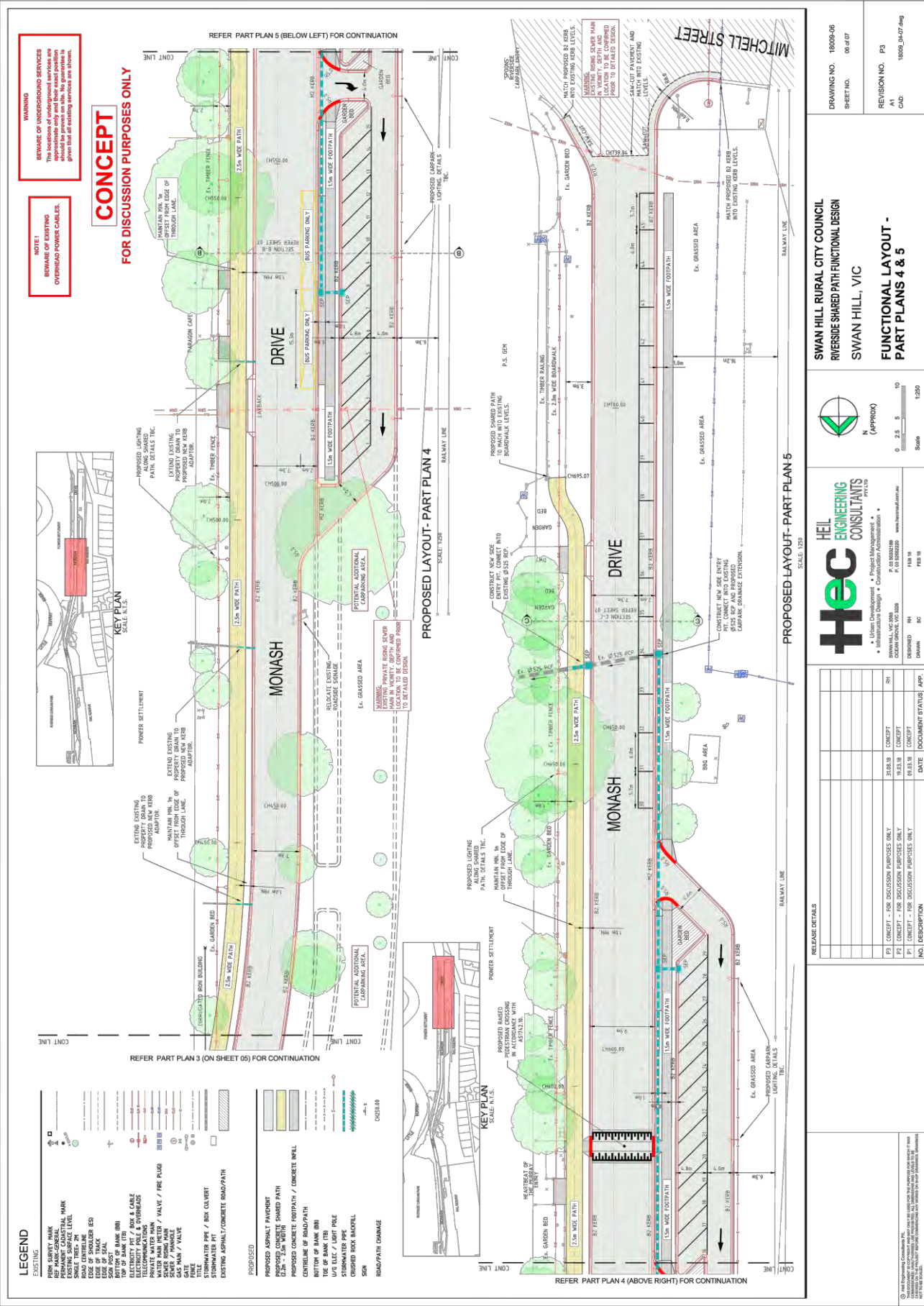
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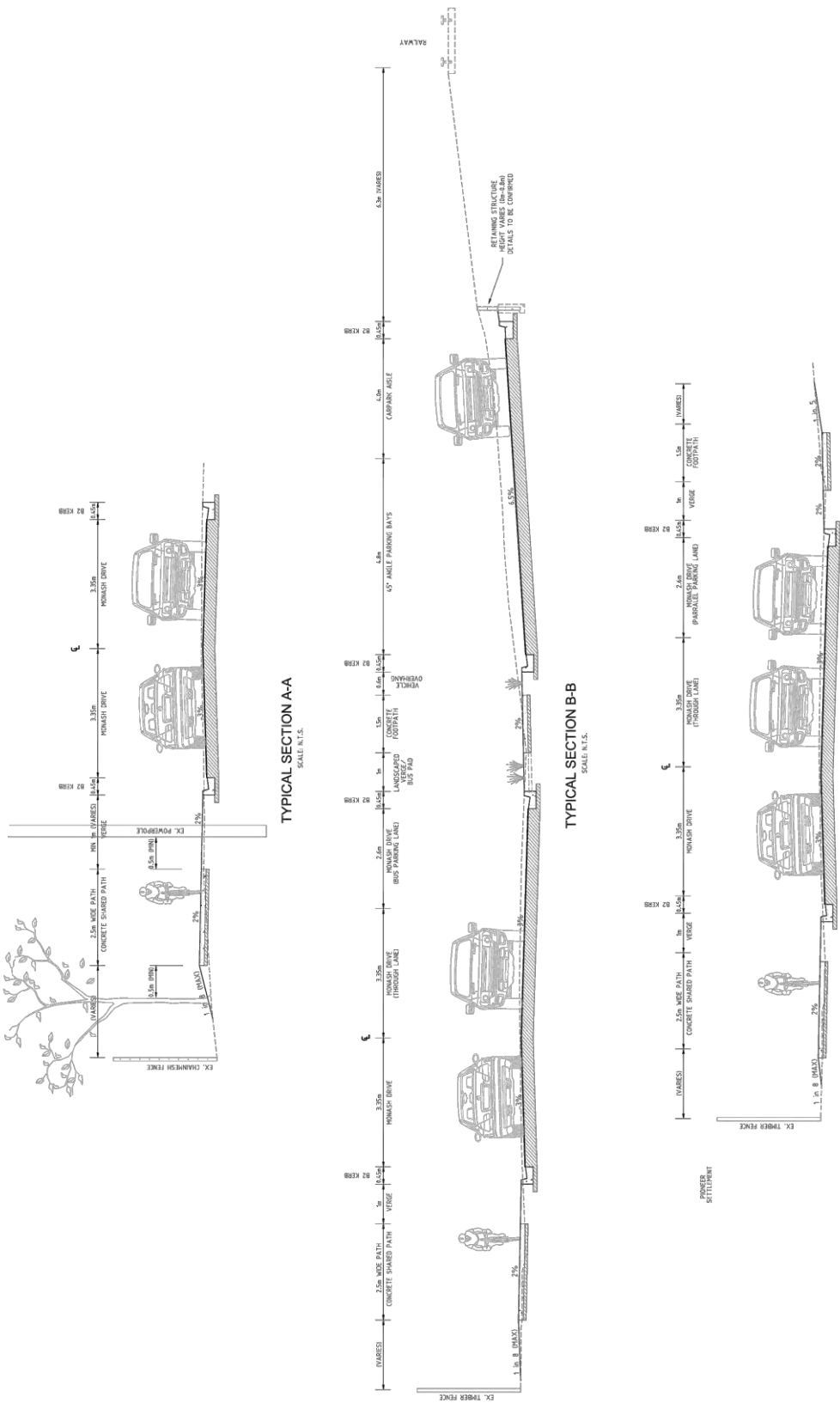
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CONCEPT
FOR DISCUSSION PURPOSES ONLY

<p>SWAN HILL RURAL CITY COUNCIL RIVERSIDE SHARED PATH FUNCTIONAL DESIGN SWAN HILL, VIC</p>		<p>DRAWING NO. 18009.07 SHEET NO. 07 OF 07</p>																				
<p>TYPICAL CROSS-SECTIONS</p>		<p>REVISION NO. P3 CAD. 18009.04-07.dwg</p>																				
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YAMAGATA JAPANESE GARDEN CONCEPT DESIGN PACKAGE

CLIENT CONTACT

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3585
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CONSULTANT CONTACT

Pollen Studio P/L

Flynn Hart
Director / Registered Landscape Architect
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m: 0418 566 939

The Yamagata Japanese Garden sits proudly atop the bank of the Murray River, a gem in the crown of the Swan Hill Riverfront improvements.

The garden nestles into an existing cluster of mature trees at the southern entrance to the Riverfront Caravan Park.

The design for the Yamagata Japanese Garden combines traditional Japanese garden style and symbolism with the rural Australian landscape of Swan Hill to create a contemporary public garden. The concept design emphasises Swan Hill's landscape characteristics through borrowed views of the Murray, the use of native planting and a rustic bush floor. Local colour accents are complemented by Japanese themed planting and Karesansui (raked gravel to form simple patterns). Proposed landscape treatments and elements create a contrast between the native rural landscape of Swan Hill and traditional Japanese landscape elements of Yamagata.

A central lawn area incorporates small mounds which represent the seven mountains of Yamagata and are surrounded by a dry creek bed featuring local sculptures. The continuous stepping stone loop connects the landscape of the two cities, reflecting the history of the sister city relationship between Yamagata and Swan Hill. Along the riverside, a series of large natural granite boulders break the view standing strong at the river's edge (possible spotlight during the night). Stone benches and a deep path edge create impromptu seating edges for users to sit and enjoy the river view away from traffic. Other significant elements are also incorporated such as torii gates, footbridges, stone lanterns, a bamboo grove, a stand of conifers and almond blossom trees. The existing plaque and gym equipment station have both been repositioned.

In years to come, it is anticipated that Yamagata Garden will become a place of significance within Swan Hill's public realm, attracting both locals and visitors from abroad.

Yamagata Japanese Garden Swan Hill Riverfront, Swan Hill 3585

REV B | 6th September 2018

PROJECT PHASE:

Concept Design

DRAWING SCHEDULE:

DRAWINGS:

LCD-001 COVER PAGE	1
LCD-101 LANDSCAPE PLAN	2
LCD-201 LANDSCAPE SECTIONS	3
LCD-301 LANDSCAPE MATERIAL CONCEPT	4
LCD-401 LANDSCAPE PLANTING CONCEPT	5
LCD-402 LANDSCAPE PLANTING CONCEPT	6



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PROJECT
Yamagata Japanese Garden
Swan Hill Riverfront

CLIENT
Swan Hill Rural City Council
Cnr McCrae & Curlewis Street, Swan Hill VIC 3585

CLIENT REFERENCE
PO 77128

JOB NUMBER
180506

PHASE
Concept Design Phase

DRAWING TITLE
COVER PAGE

SHEET
1 of 6

DRAWING NO.
LCD-001

REV
B



- LEGEND**
- Extent of Works
 - 1.5m Concrete Path
 - Granitic Sand Path
 - Rustic Ironstone Toppings
 - Dry Creek Bed / Swale
 - White Quartz Surface
 - Garden Mulch
 - Pathside Sitting Edges
 - Irrigated Lawn Area with Grass Mounds
 - Torii Gate with Footbridge
 - Future Sculpture
 - Stepping Stones
 - Large Stone Boulder
 - Small Stone Boulder
 - Stone Bench
 - Stone Lantern
 - Native Plantings
 - Japanese Themed Plantings
 - Existing Canopy Trees
 - Conifer Grove
 - Grass Tree
 - Almond Tree

- 1) Dry Creek Bed
- 2) Torii Gate with Footbridge
- 3) Irrigated Lawn Area
- 4) Japanese Karesansui
- 5) Repositioned Plaque
- 6) Vehicle Access Path

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PROJECT
Yamagata Japanese Garden
Swan Hill Riverfront

CLIENT
Swan Hill Rural City Council
Cnr McCrae & Gulewis Street, Swan Hill VIC 3585

CLIENT REFERENCE
PO 77128

JOB NUMBER
180506

PHASE
Concept Design Phase

DRAWING TITLE
CONCEPT PLAN

SHEET
2 of 6

DRAWING NO.
LCD-101

REV
B



- 2.4m Shared Footpath
- Existing Canopy Tree
- Vehicle Access to Caravan Park
- Stepping Stone Path
- Dry Creek Bed
- Grass Trees
- Existing Canopy Tree
- Irrigated Lawn Area with Grass Mounds
- Almond Tree
- Conifer Grove
- 1.5m Concrete Path with Sitting Edge
- Large Stone Boulder
- Little Murray River

SECTION AA



- 2.4m Shared Footpath
- Granite Sand Path
- Stepping Stone Path
- Torii Gate with Footbridge
- Dry Creek Bed
- Irrigated Lawn Area with Grass Mounds
- Existing Canopy Trees
- Torii Gate with Footbridge
- Granite Sand Path
- Small Stone Boulder
- 1.5m Concrete Path

SECTION BB

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PROJECT
Yamagata Japanese Garden
Swan Hill Riverfront

CLIENT
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Chr McCree & Catherine Street, Swan Hill VIC 3585

CLIENT REFERENCE
PO 77128

JOB NUMBER
180506

PHASE
Concept Design Phase

DRAWING TITLE
CONCEPT SECTIONS

SHEET
3 of 6

DRAWING NO. LCD-201
REV B

MATERIALS CONCEPT

PAVEMENTS



Rustic Toppings with Native Plantings



Granitic Sand Path



Stepping Stones



Japanese Karesansui



Japanese Karesansui

FEATURES/ FURNITURE



Torii Gate



Stone Bench



Stone Lantern



Footbridge

YAMAGATA LANDSCAPE



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PROJECT
Yamagata Japanese Garden
Swan Hill Riverfront

CLIENT
Swan Hill Rural City Council
Cnr McCrae & Gulliveria Street, Swan Hill VIC 3585

CLIENT REFERENCE
PO 77128

JOB NUMBER
180506

PHASE
Concept Design Phase

DRAWING TITLE
LANDSCAPE MATERIAL
CONCEPT

SHEET
4 of 6

DRAWING NO.
LCD-301
REV
B

PLANTING

TREE



Prunus dulcis
(Almond Tree)



Sciadopitys
(Japanese Umbrella-pine)

LOW PLANTS - NATIVE



Acacia glaucoptera
(Flat Wattle)



Acacia 'Mini Cognata'
(River Wattle)



Anigozanthos flavidus
(Evergreen Kangaroo Paw)



Casuarina glauca prostrata
(Swamp Oak)



Cycas revoluta
(Japanese Sago Palm)



Enchylaena tomentosa
(Ruby Saltbush)



Rhagodia spinescens 'Flat Bush'
(Aussie Flat Bush)

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PROJECT
Yamagata Japanese Garden
Swan Hill Riverfront

CLIENT
Swan Hill Rural City Council
Cnr McCrae & Gullewin Street, Swan Hill VIC 3585

CLIENT REFERENCE
PO 77128

JOB NUMBER
180506

PHASE
Concept Design Phase

DRAWING TITLE
LANDSCAPE PLANTING
CONCEPT

SHEET
5 of 6

DRAWING NO.
LCD-401
REV
B

PLANTING

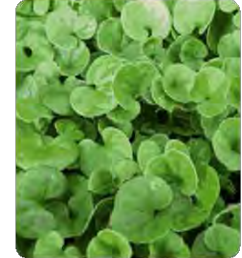
LOW PLANTS



Banksia blechnifolia
(Southern Blechnum Banksia)



Correa alba 'Star Showers'
(Native Fuchsia)



Dichondra repens
(Kidney Weed)



Festuca glauca
(Blue Fescue)



Juniperus procumbens
(Japanese Garden Juniper)



Xanthorrhoea australis
(Grass Tree)



Zoysia tenuifolia
(No-Mow Grass)

GRASS / STRAPPY



Carex appressa
(Tall Sedge)



Miscanthus 'Purpurascens'
(Flame Grass)



Pennisetum alopecuroides 'Nafray'
(Swamp Foxtail Grass)



Poa labillardieri
(Common Tussock-grass)

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PROJECT
Yamagata Japanese Garden
Swan Hill Frontfront

CLIENT
Swan Hill Rural City Council
Cnr McCree & Gullewis Street, Swan Hill VIC 3585

CLIENT REFERENCE
PO 77128

JOB NUMBER
180506

PHASE
Concept Design Phase

DRAWING TITLE
LANDSCAPE PLANTING
CONCEPT

SHEET
6 of 6

DRAWING NO.
LCD-402

REV
B

PART A: Risk Assessment Form



Step 1: Identify current risks

1. Name: Shared Path and Yamagata Japanese Garden

2. Completed by: Nathan Keighran

3. Signed:

4. Date:

6. Initial assessment or review?

7. Event/Project Description (if applicable)

Risk Type (O= operational /S = Strategic /C = Compliance)

Step 2: Analyse and evaluate risk

Likelihood		Consequence				
		1	2	3	4	5
A	M	H	H	E	E	
B	M	M	H	H	E	
C	L	M	M	H	H	
D	L	L	M	M	H	
E	L	L	M	M	H	
Likelihood		Extrema Risk	High Risk	Medium Risk	Low Risk	
Maximum time to next review (months)		3	6	12	24	

CONTROL EFFECTIVENESS

1. Non-existent
2. Poor
3. Fair
4. Good
5. Very Good

LIKELIHOOD (L)

- A. Almost Certain
- B. Likely
- C. Possible
- D. Unlikely
- E. Rare

CONSEQUENCE (C)

1. Insignificant
2. Minor
3. Moderate
4. Major
5. Catastrophic

In General										
Risk Name	Risk Type# (O/S/C)	Risk Description	Risk Effect <i>What effect could this risk have on your department /council?</i>	Current controls in place <i>What is already happening? e.g. policy, procedures</i>	Control Effectiveness	Likelihood	Consequence	Current Risk Rating	Actions (Y/N)	Review Date
Project Funding / Budget	O	Shortfall in external funding received to meet project costs	Reputational Financial costs	Apply for funding and liaise with funding bodies through project development	4	C	1	L		
		Insufficient budget allocation by Councils to meet shortfall / project costs	Financial costs	Sufficient budget allocation by Councils to complete each project within the package of works	3	C	2	M		
		Actual project costs exceed budgeted costs	Financial costs Reputational	Budget variation allowance included in budget Contractual agreement with Suppliers	3	C	2	M		

Risk Name	Risk Type# (O/S/C)	Risk Description	Risk Effect <i>What effect could this risk have on your department /council?</i>	Current controls in place <i>What is already happening? e.g. policy, procedures</i>	Control Effectiveness	Likelihood	Consequence	Current Risk Rating	Actions (Y/N)	Review Date
		<ul style="list-style-type: none"> Community backlash associated with cost of projects 	Reputational	<ul style="list-style-type: none"> Planning and timeframes established for each project within the package of works Community consultation and communication undertaken 	3	C	1	L		
		<ul style="list-style-type: none"> Project not delivered as per contract specifications and completion date 	Reputational Financial costs Legal Liability	<ul style="list-style-type: none"> Contract Works Insurance Contractual agreement with suppliers on project & completion dates Liquidated damage clause included in contract 	4	C	2	M		
Contractor / Supplier	C	<ul style="list-style-type: none"> Contractor goes into liquidation 	Financial Costs Legal Liability	<ul style="list-style-type: none"> Contract Works Insurance taken out by Contractor Supplier checks on works / reputation Contractual agreement with supplier on project & completion date Liquidated damage clause included in contract 	4	C	2	M		

Risk Name	Risk Type# (O/S/C)	Risk Description	Risk Effect <i>What effect could this risk have on your department /council?</i>	Current controls in place <i>What is already happening? e.g. policy, procedures</i>	Control Effectiveness	Likelihood	Consequence	Current Risk Rating	Actions (Y/N)	Review Date
		<ul style="list-style-type: none"> Unsafe workplace / Non-compliance with OHS legislation 	Financial Cost OHS liability Reputation	<ul style="list-style-type: none"> Workers Compensation Insurance in place Contractor OHS Management system provided as part of contract SWMS / JSA on site / signed by their employees Site Inductions undertaken Council auditing of OHS compliance Project Manager supervision / inspection of worksite 	3	C	2	M		
Lack of support from Council	O	<ul style="list-style-type: none"> Councils / Councilor's do not approve project to progress after Council commits 	Political Reputational	<ul style="list-style-type: none"> Presentation / consultation with Councilors to maintain support Current Councils and Executive teams within each Council have been informed and had input into the designs/project 	5	D	1	L		

Vandalism and Inappropriate use	C	<ul style="list-style-type: none"> Vandalism / damage and misuse to area by public 	Financial Costs Reputational Legal liability	<ul style="list-style-type: none"> Public Liability / Contract Works insurance cover in place Regular inspection /maintenance of construction sites by Council Vandalism resistant / readily available materials used. Community consultation and involvement in master plan has created a sense of ownership and within the projects that form part of the package of works Improve visual aspects within the precinct. 	4	C	2	M		
Construction of the Shared Path and Yamagata Japanese Garden										
Shared Path and Yamagata Japanese Garden	Risk Type # (O/S/ C)	Risk Description	Risk Effect	Current controls in place	Control Effectiveness	Likelihood	Consequence	Current Risk Rating@	Actions (Y/N)	Review Date
		<ul style="list-style-type: none"> Project not delivered as per contract specifications and completion date 	Reputational Financial costs Legal Liability	<ul style="list-style-type: none"> Contract Works Insurance Contractual agreement with suppliers on project & completion dates Liquidated damage clause included in contract 	4	C	2	M		

Contractor / Supplier	C	<ul style="list-style-type: none"> Contractor goes into liquidation 	Financial Costs Legal Liability	<ul style="list-style-type: none"> Contract Works Insurance taken out by Contractor Supplier checks on works / reputation Contractual agreement with supplier on project & completion date Liquidated damage clause included in contract 	4	C	2	M	
		<ul style="list-style-type: none"> Unsafe workplace / Non-compliance with OHS legislation 	Financial Cost OHS liability Reputation	<ul style="list-style-type: none"> Workers Compensation Insurance in place Contractor OHS Management system provided as part of contract SWMS / JSA on site / signed by their employees Site Inductions undertaken Council auditing of OHS compliance Project Manager supervision / inspection of worksite 	3	C	2	M	
		<ul style="list-style-type: none"> Native Vegetation / Tree removal 	Financial Costs Legal Liability	<ul style="list-style-type: none"> Independent Flora and Fauna assessment undertaken during Detailed Designs & Construction design phase 	4	C	3	M	
		<ul style="list-style-type: none"> Cultural Heritage 	Financial Costs Legal Liability	<ul style="list-style-type: none"> Cultural Heritage Management Plan 12709 for the Swan Hill Riverfront Masterplan 	4	D	4	M	

Yamagata Japanese Garden										
Risk Name	Risk Type# (O/S/C)	Risk Description	Risk Effect <i>What effect could this risk have on your department / council?</i>	Current controls in place <i>What is already happening? e.g. policy, procedures.</i>	Control Effectiveness	Likelihood	Consequence	Current Risk Rating@	Actions (Y/N)	Review Date
Landscaping	O	<ul style="list-style-type: none"> Inappropriate plant varieties selected for climate / area Inability to establish plantings due to vandalism / removal 	Financial Costs Reputational	<ul style="list-style-type: none"> Selection of varieties by qualified horticulturist including landscape consultant from Japan. Community involvement in planting project 	3	C	1	L		
Maintenance of assets	O	<ul style="list-style-type: none"> Users injured as a result of asset management failure 	Legal Liability Financial Costs	<ul style="list-style-type: none"> Regular inspection /maintenance program in place Regular maintenance program in place 	4	D	2	M		
Trees	O	<ul style="list-style-type: none"> Tree / Limb failure causing damage to equipment or/ injury to users 	Legal Liability Financial Costs Reputational	<ul style="list-style-type: none"> Tree assessment conducted by qualified arborist on health of trees in areas proposed for areas along the riverfront Open areas established at safe distance from unsafe trees Tree inspection / maintenance program in Place 	4	C	2	M		

Shared Path										
Risk Name	Risk Type# (O/S/C)	Risk Description	Risk Effect <i>What effect could this risk have on your department / council?</i>	Current controls in place <i>What is already happening? e.g. policy, procedures</i>	Control Effectiveness	Likelihood	Consequence	Current Risk Rating@	Actions (Y/N)	Review Date
Active path Structure	C	<ul style="list-style-type: none"> Poorly designed / built path Persons injured using skate park 		<ul style="list-style-type: none"> Path design / materials comply with A/S Consultation with skate park users / consultant on design 	3	C	1	L		
Maintenance of path	O	<ul style="list-style-type: none"> Users injured as a result of asset not maintained 	Legal Liability Financial Costs	<ul style="list-style-type: none"> Regular inspection / maintenance program in place 	4	D	2	L		
Trees	O	<ul style="list-style-type: none"> Tree / Limb failure causing damage to equipment or/ injury to users 	Legal Liability Financial Costs Reputational	<ul style="list-style-type: none"> Tree assessment conducted by qualified arborist on health of trees in areas proposed for active play Tree inspection / maintenance program in place 	3	C	2	M		

PART B: Risk Assessment - helpful information

What is risk?

Groups and individuals face internal and external influences that make it uncertain if they will achieve the objectives that they set themselves.

Risk is the chance of something occurring that will have an impact on these objectives. Risk is often expressed as a **risk rating**; which is a combination of the likelihood and consequence of an event happening.

Assessing risk is important because it allows individuals and organisations to be more effective by reducing risk in existing activities and helping them to evaluate opportunities that they may like to undertake.

There is also a template Risk Assessment Form available from the Risk & Insurance site on Alfresco for complex projects.

There are essentially three types of risks: strategic, operational and compliance risks.

Strategic risks: To be effective organisations set strategic objectives to provide overall direction to the organisation. For example;

- *Strategic objective: Building community capacity*
- *Strategic risks::*
 - *Insufficient financial resources*
 - *Lack of the necessary skills and expertise*

Operational risks: Operational objectives govern the detail of how an organisation operates to achieve its goals and meet legal requirements. For example:

- *Operational objective: Staff operating with required skills*
- *Operational risks:*
 - *Policies and procedures not specifying the required skills*
 - *Staff working without appropriate qualifications*

Compliance risks: Organisations and individuals must meet legislative obligations. Compliance risks involve breaching federal legislation, regulations or mandatory codes of practice.

Treating risk

Activities undertaken to reduce risk are called risk treatments or controls. The risk that remains after risk treatment is called the **residual risk**. In this document we have only asked for a residual risk rating if the actions that are being undertaken are complex and may have unintended consequences.

Remember risk treatments can sometime introduce new risks that also need to be considered.

Options for treating risk include:

- Avoiding the risk
- Reducing the likelihood of it occurring
- Removing or reducing the consequences
- Transferring the risk (e.g. insurance or using contractors)
- Accepting the risk as an informed choice

When planning how to treat a risk consider the hierarchy of hazard control. Eliminating risk is the most effective treatment if it is an option. You may need to use a number of different controls together to effectively manage a single risk.



Hierarchy of hazard control

Risk appetite

The Swan Hill Rural City Council Risk Management Procedure (PRO/CORP216D) outlines the following requirements.

Residual risk rating	'Risk Appetite' Risk acceptance & monitoring	Maximum Review Time
Low	Acceptable, monitored by the routine procedures and responsible officer	2 years
Moderate	Acceptable, monitored by responsible manager	12 months
High	Acceptable, when senior management clearly defies officer's responsibilities	6 months
Extreme	Requires authorisation by ELT. The activity must be important to achieving Council's objectives. Monitored by ELT with clearly defined responsibilities for the manager	3 months

Consequence Descriptions							
Consequence	Category	Financial	Environmental <i>(that can be directly attributed to the activities of SHRCC)</i>	Health and safety	Reputation	Infrastructure, assets and systems	Legal liability
Catastrophic	5	Extensive financial loss \$5 Million+ (Approximately 10% of annual revenue)	Widespread irreversible environmental damage.	Multiple fatalities or extensive long term injury to a group.	State Government dissolves the municipality.	Extensive and total loss of functions across organization greater than 14 days. Long term loss of large facility including total damage to assets such as IT and data.	Regulatory or contract breaches causing very serious litigation, including major class action.
Major	4	Major financial loss (\$500,000 to 5 Million)	Long-term and wide spread environmental damage, taking 5 years or more to repair, and requiring significant restorative work.	Individual fatality or serious long term injury that would be unable to be rehabilitated.	Loss of support of the State Government and the removal of the Council. Potential national media attention.	Extensive and total loss of functions across organization for 7 - 14 days. Loss of critical functions across multiple areas of Council for more than 14 days. Short to mid-term loss of large facility or damage/loss of assets including IT and data.	Major regulatory or contract breaches and litigation. Liability fine and implications for management.
Moderate	3	Significant financial loss (\$150,000 to \$500,000)	Significant environmental damage taking up to 5 years to repair. Requires moderate restorative work.	Significant injury involving treatment or hospitalization. Rehabilitation within 2 years.	Extensive or serious public or media outcry. Potential for broad media attention.	Significant downtime or outage in multiple areas of organisation up to 14 days. Substantial management required. Damage to one part of major facility. Moderate damage/ loss of major assets including IT and data.	Regulatory or contract breaches causing investigation by a relevant authority. Moderate fines and prosecution.
Minor	2	Minor financial loss (\$50,000 to \$150,000)	Minor environmental or temporary environmental damage requiring minimal restorative work. Damage repaired within 3 months.	Minor medical treatment. Rehabilitation within 3 months.	Significant public criticism with or without media attention.	Minor downtime or outage in multiple areas. Service returned to normal within 7 days. Outage in single area for 7 days or more.	Minor regulatory or contract breaches causing minor fines and likely prosecution.
Insignificant	1	Minimal financial loss (less than \$50,000)	Brief, non hazardous temporary pollution or damage.	First Aid only required.	Matter resolved with day to day management (customer complaint level).	Less than 7 day outage of a single area.	Negligible impact. No fines or prosecution likely.

Likelihood Descriptions			
Likelihood	Category	Quantitative Frequency	Qualitative frequency
Almost Certain	A	<ul style="list-style-type: none"> Is expected to occur. 	<ul style="list-style-type: none"> frequent incidents strong likelihood of recurrence
Likely	B	<ul style="list-style-type: none"> Will probably occur in most circumstances 	<ul style="list-style-type: none"> incidents recorded on a regular basis anecdotal evidence indicates medium frequency considerable opportunity to occur
Possible	C	<ul style="list-style-type: none"> Should occur at some time 	<ul style="list-style-type: none"> incidents have occurred infrequently some opportunity to occur
Unlikely	D	<ul style="list-style-type: none"> Could occur at some time 	<ul style="list-style-type: none"> very few recorded or known incidents some reasonable opportunity to occur
Rare	E	<ul style="list-style-type: none"> May only occur in exceptional circumstances 	<ul style="list-style-type: none"> no recorded or known incidents little opportunity for occurrence

B.18.92 QUARTERLY DEVELOPMENT TRENDS - 3RD QUARTER 2018

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

Declarations of Interest: Officer
 Heather Green- as the responsible officer, I declare that I have no disclosable interests in this matter.

Summary

The purpose of this report is for Council to note development trends for the third quarter of 2018.

Discussion

The following statistics indicate development across the municipality to be steady and in terms of the number of applications received is slightly down from 2017.

Planning comparisons – 3rd Quarter

Type	2018		2017	
	No. of 3 rd QTR	No. Of YTD	No. Of 3 rd QTR	No. Of YTD
Planning Permit Applications Received	40	119	49	132
Approvals under delegation	42	110	41	107
Total number of decisions (includes lapsed or withdrawn applications and NOD's)	44	112	42	112

PROCESSING TIMES	Financial year to date 2018	Financial year to date 2017
Rural Council average – percentage of permits issued within 60 days	77%	77%
Council's – Percentage of permits issued within 60 days	81%	90%

The first table above shows that the number of applications received for the year to date are slightly down from last year, but that the number of approvals is up. The main reason for the decline in numbers is due to August being a slow month, which only saw 13 applications lodged compared to 21 applications same time last year. The reason for the reduction in applications is unknown other than to speculate, as the planning enquiry levels are still high.

The second table compares Swan Hill Rural City Council with the average of all rural councils in Victoria. It shows that, in terms of percentage of permits issued within 60 days, Council is currently performing above the rural average for issuing permits within the prescribed time frame. However, we are still slightly down on performance compared to same time last year. Officers are putting in place new procedures to ensure an improvement to permit issuing timeframes.

Quarterly decision breakdown by town

	Approved 3rd QTR 2018	Approved YTD	Refused 3rd QTR 2018	Refused YTD
Swan Hill	17	42	0	0
Robinvale	13	34	0	0
Lake Boga	3	7	1	1
Nyah	0	2	0	0
Nyah West	0	0	0	0

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

Quarterly breakdown of notable application types

Application description

No. of applications

Single dwelling	7
Industry	2
Subdivision 1 – 9 lots	7
Removal of native vegetation	2
Rural Industry/agriculture	2

The above table provides a breakdown of the most notable application types received during the second quarter of 2018. Subdivisions are located in residential and rural areas primarily in Swan Hill and Robinvale. The high number of single dwellings is predominantly due to dwellings approved in Hayes Road, Lake Boga part of the new Haven Estate.

Building comparisons – 3rd Quarter

TYPE	QUARTERLY July to Sept 2018		YTD 1/01/2018 to 30/09/2018		QUARTERLY July to Sept 2017		YTD 1/01/2017 to 30/9/2017	
	NO.OF	VALUE	NO.OF	VALUE	NO.OF	VALUE	NO.OF	VALUE
Dwelling	17	5,714,495	46	15,770,129	20	7,124,795	46	16,325,213
Dwelling additions	13	668,745	43	2,339,730	25	1,409,780	62	4,361,987
Unit Developments	1*(2)	475,000	0*()	0	0*()	0	3*(49)	651,800
Shops	1	480,000	3	744,991	2	204,000	6	409,000
Offices	2	66,326	4	1,201,276	2	377,830	7	3,550,388
Warehouses	5	946,941	13	2,831,126	5	1,777,000	9	4,141,710
Factories	6	941,275	11	2,561,985	5	3,265,764	10	7,061,390
Public Buildings	3	1,187,624	9	2,106,972	3	2,449,606	8	3,138,606
Out Buildings	37	973,188	107	2,818,407	22	483,781	89	2,191,540
Other	16	353,780	50	1,299,865	15	490,412	45	1,510,886
Total	100	\$11,807,374	287	\$31,674,482	99	\$17,582,968	285	\$43,342,520

- The majority of the „Public Building“ value for this quarter relates to alterations to the Swan Hill College, in Pye Street, Swan Hill, valued at \$668,924.
- Other noticeable figures for this quarter include the construction of a dwelling on Lakeside Drive, Lake Boga, valued at \$847,976. Also another dwelling on Hayes Road, Lake Boga valued at \$700,000.
- The difference in total value of building works for this Quarter as compared to the same Quarter in 2017 can be attributed to the number and value of building permits for Dwelling additions being down by 12 permits and \$741,035. Whilst the number of building permits for Warehouses, Factories and Public Buildings are comparable with the same Quarter last year the total value of building permits for Warehouse, Factories and Public Buildings are down by \$4,416,530.

New Dwellings				
	2018		2017	
Swan Hill		9	Swan Hill	13
Robinvale		1	Robinvale	1
Lake Boga		4	Lake Boga	3
Nyah		1	Nyah	1
Piangil		2	Bannerton	1
Manangatang		1	Murrawee	1
Total		18		20

Consultation

The Planning Department has experienced a steady enquiry level throughout the third quarter, similar to the first and second quarter of the year. This is evident in the similar number of planning applications received and is reflective of steady growth and confidence in development across the municipality.

Financial Implications

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

Social Implications

Not applicable.

Economic Implications

Development as indicated by the enquiry level, number of planning applications and then the number of building applications indicates continued steady growth in the municipality.

It is anticipated however if the drought is ongoing a drop in on farm investment may occur that may impact across the whole of the municipality. The release of the next stage of land at Tower Hill is likely to result in an increase in building development later in this financial year.

Environmental Implications

Not applicable.

Risk Management Implications

Not applicable.

Council Plan Strategy Addressed

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

Options

Not applicable.

Recommendation

That Council notes the development trends across the municipality.

B.18.93 AMENDMENT TO LOCAL LAW NO 2

Responsible Officer: Director Development and Planning
File Number: S16-06P-01
Attachments: Nil.

Declarations of Interest: Officer
 Heather Green - as the responsible officer, I declare that I have no disclosable interests in this matter.

Summary

Council's Local Law No 2 was reviewed and adopted on 16 May 2017. The purpose of this report is to seek Council's approval to make amendments to Clauses 53, 55 & 79 and to add new definitions.

Discussion

Clause 53 - Dangerous & Unsightly Land

Authorised officers have reviewed this section of the Local Law 2. During the review, it was found that the reference to the *Country Fire Authority Act (1958)* is incorrect as the Act makes no reference to the height limit of grass being 100mm.

Authorised officers recommend changing the height limit to 250mm and removing the *Country Fire Authority Act (1958)* reference. Officers believe that 100mm is too short to be classed as unsightly.

It should be noted that this height of grass is dealt with differently in the fire danger period when dry grass 100mm in height may be classed as a fire hazard by an Authorised Officer and dealt with accordingly.

PAGE	CLAUSE	DETAILS	CURRENT	PROPOSED
32	53 – Dangerous and Unsightly Land	Increase height limit as per the recommendation of the MFPO and Authorised Officers.	Clause 53 (1) (b) Grass or weeds in excess of 100mm in height in accordance with the <i>Country Fire Authority Act 1958</i>	Clause 53 (1) (b) Grass or weeds in excess of 250mm in height which may constitute a fire hazard or appear unsightly.

Clause 55 - Open Air Burning

Council's Local Law No 2 regulates certain behaviours of community members on such issues such as dangerous and unsightly land, emission of offensive material, odour and noise and open air burning, within the municipality.

A letter was received from the Municipal Emergency Management Planning Committee (see attachment 3) on the 18 July 2018 in relation to a burn off that had taken place in the industrial estate in Karinie Street Swan Hill.

Residents who reported the fire to the Country Fire Authority (CFA) had concerns on the air quality and related health issues associated with the burn off.

The CFA has requested Council's assistance in enforcing relevant Local Laws. The existing Local Law is unclear in relation to industrial areas and it is recommended that this be clarified with the following minor change to Clause 55.

PAGE	CLAUSE	DETAILS	CURRENT	PROPOSED
33	55 – Open Air Burning	Amend Clause 55 (2) to include industrial zone. This will help clarify that industrial zones are prohibited due to illegal burning of offensive materials.	55 (2) A person must not light or allow to be lit or remain alight any open air burn in any part of the municipal district which is zoned commercial or residential under council's Planning Scheme.	55 (2) A person must not light or allow to be lit or remain alight any open air burn in any part of the municipal district which is in a commercial, industrial or general residential zone under Councils Planning scheme.

Clause 79 - Moving of Livestock

Council's Local Law No 2 regulates the keeping and movement of animals within the municipality.

On the 21 August 2018, Council received correspondence from Gannawarra Council regarding someone wanting to drive approximately 400 head of cattle through both municipalities. A decision was made to not allow the droving of cattle due to potential damage to native vegetation, Council assets, horticulture, and fences. As a result of the above decision, a review of the current Local Law (Clause 79 – Moving of Livestock on a Road Reserve) so that it accurately and clearly restricts the movement of cattle and other livestock from moving through the municipality. It does however still allow farmers within the municipality to move livestock across and along roads.

The following changes to Clause 79 are recommended.

PAGE	CLAUSE	DETAILS	CURRENT	PROPOSED
41	79- Moving of Livestock on a Road Reserve	Amend Clause 79 to allow for the movement of livestock within the municipality but prohibit the droving of livestock.	Clause 79 (1) & (2) Council may, by resolution, prohibit a road or part of a road within the municipal district from being used for the grazing or moving of livestock.	Clause 79 (1) A person may only move livestock along or across a Council road in the municipal district for the purpose of moving them from one farm to another farm provided that the following conditions are complied with. <ul style="list-style-type: none"> • The livestock must be moved in accordance with the VicRoads “<i>Manual for traffic control at stock crossings</i>”. • There is a person in charge of the livestock at all times who is competent in handling the livestock being moved and who supervises the livestock for the duration of the movement. • Areas of high conservation must be avoided at all times. • Any other condition Council or an Authorised Officer considers being appropriate in the circumstances. • Droving of livestock is prohibited. 3 Penalty Units

New Definitions

For the purpose of this Local Law, Authorised officers wish to add new definitions to define the meaning of the “Movement of Livestock” and the “Droving of Livestock” and “Open air burning” as follows:

Droving of livestock means a person or persons driving livestock in or through the municipal district or from one location to another for the purpose of changing their grazing area outside the local farming district or for the purposes of sale or relocation after sale but does not include the normal movement of livestock.

Movement of livestock movement of stock (during daylight hours and not less than 1km per hr) between adjoining or adjacent paddocks or properties as part of normal farming practices.

Open air burning a fire that is not contained within a permanent structure as

defined by the CFA Act 1958 or, other properly constructed appliance or device while it is being used for cooking food or heating.

Consultation

Advice and consultation to draft the proposed changes has occurred with –
Acting Operations Manager, Country Fire Authority,
Municipal Fire Prevention Officer

The Local Government Act sets out the process to amend Local Laws and requires Council to give notice of the proposal to amend the local law and allow any member of the community to make a submission in relation to the amendment.

Once a draft Local Law amendment is agreed to by Council, community consultation will be undertaken in accordance with section 223 of the Local Government Act.

During the consultation process it is proposed to:

- Promote the opportunity to provide feedback through the newspapers, Council's Facebook page and website and direct mail to relevant organisations.
- Include an online submission form on Council's website.

Financial Implications

Minimal costs in preparing and processing an amendment to the Local Law.

Social Implications

The purpose of Local Law No. 2 is to improve the overall living conditions and amenity of residents of the municipality by regulating certain behaviours or activities that often cause nuisance to neighbours or the general public. The proposed amendments to the local law will clarify certain provisions.

Economic Implications

Not applicable

Environmental Implications

- Dangerous and unsightly land
- Emission of offensive material

- Odour and noise and open air burning
- Damage to native vegetation
- Damage to Council assets
- Damage to horticulture
- Damage to fences

Risk Management Implications

Local Law No. 2 regulates specific activities by ratepayers and residents in relation to open air burning and the movements of livestock. This proposed amendment should reduce further risk to the community due to non-compliance which may help mitigate illegal activities, damage to property and dangerous behaviour.

Council Plan Strategy Addressed

Environment - Sound policies and practices that protect and enhance our environment.

Options

1. Amend Local Law No. 2 as recommended
2. Amend Local Law No. 2 with further amendments.
3. Make no changes to Local Law No. 2.

Recommendations

That Council:

In accordance with Sections 119 and 223 of the Local Government Act 1989 commence the Local Law making process by exhibiting the proposed Local Law No. 2 amendments to:

- a. **Clarify that open air burns are also prohibited in Industrial areas.**
- b. **Prohibit the droving of Livestock in the municipality and amend clause 79 to allow for the movement of livestock with conditions.**
- c. **Clarify when grass is unsightly at a length of 250mm.**
- d. **Add new definitions droving of livestock, movement of livestock and open air burning.**

B.18.94 QUARTERLY REVIEW OF FINANCIAL PERFORMANCE AND FINANCIAL POSITION TO 30 SEPTEMBER 2018

Responsible Officer: Director Corporate Services
File Number: 42-20-00
Attachments: 1 Income and Expenditure
 2 Balance Sheet

Declarations of Interest:

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

Summary

A review of Council's Financial Performance (Income and Expenditure) and Financial Position (balance sheet) to the adopted Budget for the three months to 30 September 2018 has been conducted and the results are summarised in this report.

Discussion

A summarised Statement of Income and Expenditure and a summarised Balance Sheet for the 3 months ended 30 September 2018 are included with this report.

Major variations to budget as at 30 September 2018 are explained by way of notes on the attached report.

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

Significant forecast variations to budget include:

	Current Forecast Variances	
Additional Rates (incl Supplementary Rates)	\$134,000	Favourable
Grants Commission (including Transfer from Reserve)	\$188,000	Favourable
Roads Grants Commission (inc Transfer from Reserve)	\$76,000	Favourable
Additional Road Works	\$76,000	Unfavourable
Grants expected 2017/18 Received 2018/19	\$660,000	Favourable
Employee Costs (net)	\$93,000	Favourable
Workcover Premiums	\$60,000	Favourable
Building Permit Income	\$20,000	Favourable
Insurance	\$30,000	Unfavourable
Interest Expense	\$10,000	Favourable
Livestock Exchange Redevelopment	\$320,000	Unfavourable
School Crossing Grant	\$17,000	Favourable
Other Minor Variances (net)	\$7,000	Unfavourable
	\$825,000	Favourable
Less: Income owing from 2017/18	\$821,000	Unfavourable
Net Variation to 2018/19 Budget	\$4,000	Favourable

Consultation

Consultation occurred as part of the Budget preparation process.

Financial Implications

The report shows a predicted rates determination surplus \$4,000 better than budget for the 2018/19 financial year.

Social Implications

Not relevant to this item.

Economic Implications

Not relevant to this item.

Environmental Implications

Not relevant to this item.

Risk Management Implications

The anticipated surplus is subject to income and costs trending as expected over the final nine months of the year. In particular the anticipated surplus relies on the Pioneer Settlement income continuing its current trend and completion of Major Projects within budget.

Council Plan Strategy Addressed

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

Options

Nil

Recommendation

That Council note that the anticipated end of financial year result is \$4,000 better than budget at this stage.

**SWAN HILL RURAL CITY COUNCIL
STATEMENT OF INCOME & EXPENDITURE
FOR THE 3 MONTHS ENDING 30/09/2018**

	Actual Year To Date 30/09/2018 \$000	Budget Year To Date 30/09/2018 \$000	\$ Variance To Budget \$000	% Variance To Budget	Original Annual Budget 2018/19 \$000	Notes
OPERATING INCOME :-						
Rates, garbage charges and marketing levy	27,491	27,624	(133)	-0.5%	27,624	
Statutory fees & fines	404	227	177	78.2%	907	1
User fees	1,033	1,174	(141)	-12.0%	4,694	2
Grants - Operating (recurrent)	1,895	2,254	(359)	-15.9%	9,017	3
Grants - operating (non-recurrent)	127	613	(486)	-79.3%	2,450	4
Grants - capital (recurrent)	270	294	(24)	-8.1%	1,175	
Grants - capital (non-recurrent)	366	546	(180)	-32.9%	2,183	5
Contributions - cash non recurrent	106	54	52	97.2%	215	6
Interest income	38	170	(132)	-77.6%	679	7
Proceeds from disposal of assets	898	369	529	143.4%	1,476	8
Other revenue	446	752	(306)	-40.7%	3,009	9
TOTAL INCOME	33,074	34,075	(1,001)	-2.9%	53,429	
OPERATING EXPENSES (Excluding Depreciation) :-						
Employee benefits	5,104	5,314	(210)	-4.0%	19,739	
Contract payments materials & services	3,270	4,130	(860)	-20.8%	16,521	10
Bad & doubtful debts	0	0	0	0.0%	2	
Finance costs	(12)	91	(103)	-113.3%	362	11
Other expenses	232	273	(41)	-14.9%	1,090	12
TOTAL OPERATING EXPENSES (Excl. Depn.)	8,594	9,808	(1,214)	-12.4%	37,714	
OPERATING RESULT (Excl. Depn.)	24,480	24,268	212	0.9%	15,715	
CAPITAL ITEMS :-						
Capital works/asset purchases - funding sourced	1,422	3,429	(2,007)	-59%	13,717	13
Capital works/asset purchases - funding not sourced	0	0	0	0%	3,876	
SURPLUS (DEFICIT) AFTER CAPITAL ITEMS	23,058	20,838	2,220	11%	(1,878)	
ADD FINANCING TRANSACTIONS						
Loan principal redemption	(111)	(114)	3	-2.8%	(457)	
Transfers to/from reserves	2,362	2,362	0	0.0%	1,888	
Proceeds from loans	0	0	0	0.0%	500	
TOTAL FINANCING TRANSACTIONS	2,251	2,248	3	0.1%	1,931	
BUDGET RESULT SURPLUS	25,309	23,086	2,223	9.6%	53	

- 1 Food Premises and Public Health registrations of \$108K have been raised but the forecast allows for them to be raised throughout the year.
- 2 User fees and charges are below forecast in Out of School hours and Family Day Care (\$31K), Aged Care Services (\$37K) and Pioneer Settlement (\$42K).
- 3 Fifty per cent of Council's 2017/18 Victoria Grants Commission allocation was received in June 2018. This variance will remain for the year and is offset by increased cash holdings on the balance sheet.
- 4 Blackspot funding for McCallum St Black Length project of \$1.604M had been budgeted but this project will no longer be managed by Council.
- 5 Grants are yet to be received for a number of significant capital works projects budgeted to occur in 2018/19. Some of these grant funded projects are the Swan Hill Riverfront Masterplan, Bromley Road beautification and the Lake Boga Education Hub.
- 6 Council has received \$80K upfront from the Lake Boga Primary School for the Lake Boga Education Hub.
- 7 Timing issue. Current term deposits have accrued \$137K in interest income and will be recognised at maturity.
- 8 Sale of land at the Swan Hill Livestock Exchange had been forecast to be received over the financial year. This variance will reduce as the year progresses.
- 9 Tower Hill land sales are \$600K below forecast. No lots in the estate have been sold to date.
- 10 Major operational projects expenditure is currently \$690K below forecast. The majority of this variance relates to the McCallum St Black Length project that Council is no longer managing. A number of other projects are underway or scheduled to be undertaken later in the year.
- 11 Council's interest only loans have accrued \$95K in interest costs which will be booked when the instalments are due in November and December.
- 12 Timing issue. Council has paid motor vehicle registrations for the year and these expenses have been forecast over the 12 months.
- 13 At this stage of the year a majority of the larger capital works projects have only just begun or will be commenced later in the year.

**SWAN HILL RURAL CITY COUNCIL
SUMMARISED BALANCE SHEET
AS AT 30/09/2018**

	This Year Actual As At 30/09/2018 \$000	Last Year Actual As At 30/09/2017 \$000	\$ Movement Y.T.D. \$000	% Movement 2018/19	Budget As At End 2018/19 \$000
CURRENT ASSETS:-					
Cash and Cash Equivalents	33,521	30,215	3,306	10.9%	16,879
Trade & Other Receivables	15,905	16,413	(508)	-3.1%	2,099
Inventories	97	106	(9)	-8.5%	82
Other Assets	149	137	12	8.8%	415
TOTAL CURRENT ASSETS	49,672	46,871	2,801	6.0%	19,475
CURRENT LIABILITIES:-					
Trade & Other Payables	1,128	1,412	(284)	-20.1%	2,286
Trust Funds & Deposits	1,233	1,392	(159)	-11.4%	324
Provisions	5,212	5,240	(28)	-0.5%	5,132
Interest Bearing Loans & Borrowings	425	912	(487)	-53.4%	457
TOTAL CURRENT LIABILITIES	7,998	8,956	(958)	-10.7%	8,199
NET CURRENT ASSETS	41,674	37,915	3,759	9.9%	11,276
NON-CURRENT ASSETS:-					
Trade & Other Receivables	131	146	(15)	-10.3%	130
Property, Plant, Equipment & Infrastructure	448,766	440,667	8,099	1.8%	467,429
Intangible Assets	1,843	1,485	358	24.1%	1,485
TOTAL NON-CURRENT ASSETS	450,740	442,298	8,442	1.9%	469,044
NON-CURRENT LIABILITIES:-					
Interest Bearing Loans & Borrowings	6,115	6,424	(309)	-4.8%	7,421
Provisions	1,428	1,700	(272)	-16.0%	1,717
TOTAL NON-CURRENT LIABILITIES	7,543	8,124	(581)	-7.2%	9,138
TOTAL NET ASSETS	484,871	472,089	12,782	2.7%	471,182
EQUITY:-					
Accumulated Surplus & Reserves	314,111	307,717	6,394	2.1%	286,333
Asset Revaluation Reserve	170,760	164,372	6,388	3.9%	184,849
TOTAL EQUITY	484,871	472,089	12,782	2.7%	471,182

B.18.95 SOCIAL MEDIA POLICY AND PROCEDURE

Responsible Officer: Director Corporate Services
File Number: S17-16-01
Attachments: 1 Social Media Policy and Procedure

Declarations of Interest:

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

Summary

This report seeks a Council resolution to adopt the reviewed Social Media Policy and Procedure.

Discussion

The Social Media Policy and Procedure have been reviewed.

One minor change has been suggested in the Procedure - the addition of Snapchat as a relevant social media site. Youth Inc already uses this platform and the Media Unit is considering its introduction for Council.

The reviewed policy and procedure also include updates to related policy names and Council department titles.

Consultation

Media Unit, Executive Management Team

Financial Implications

The Media Unit continues to resource the Social Media Policy and Procedure implementation. Social media continues to provide a cost-effective means of communication.

Social Implications

The continued use of social media will improve community participation and understanding of Council programs and initiatives.

Economic Implications

Nil

Environmental Implications

Nil

Risk Management Implications

The procedure provides guidance to employees and Councillors on appropriate use of social media, including content and comment management.

Council Plan Strategy Addressed

Governance and leadership - Positive community engagement through appropriate and constructive consultation.

Options

1. Adopt the attached policy and procedure
2. Seek to make changes to the attached policy and procedure.

Recommendations

That Council adopt the Social Media Policy as presented.

POLICY TITLE SOCIAL MEDIA
POLICY NUMBER POL/GOV017
PROCEDURE TITLE SOCIAL MEDIA
PROCEDURE NUMBER PRO/GOV017

1. PURPOSE

The purpose of this policy is to improve the effectiveness of Swan Hill Rural City Council's (Council) communication and engagement with the community.

2. SCOPE

This policy applies to all Council employees and Councillors.

3. POLICY

Council is committed to actively using social media as a form of community engagement.

Council will establish protocols for managing Council's social media platforms, including content approval, setting up new platforms, social media monitoring and comment management.

Council will also provide guidelines for employees and Councillors about the personal and professional use of social media platforms.

4. RELATED POLICIES/DOCUMENTS

Website Policy – POL/CORP225

IT Acceptable Use Policy – POL/CORP218

Media Policy– POL/GOV003Disciplinary Policy – POL/STAFF104

Corporate Credit Card Policy – POL/CORP203

Communications Strategy 2015 – 2018

Privacy Policy – POL/CORP211

5. RELATED LEGISLATION

Copyright Act 1968 (Cth)

Defamation Act 2005 (Vic)

Local Government Act 1989 (Vic)

Privacy and Data Protection Act 2014 (Vic)

Signed: _____ **Mayor** **Date:** _____

1. ENABLING POLICY

Social Media - POL/GOV017

2. ENABLING LEGISLATION

Copyright Act 1968 (Cth)

Defamation Act 2005 (Vic)

Local Government Act 1989 (Vic)

Privacy and Data Protection Act 2014 (Vic)

3. PURPOSE

To establish protocols for managing the use and content of Swan Hill Rural City Council's (Council) social media sites, and provide guidelines for employees and Councillors about the personal and professional use of social media platforms.

4. SCOPE

This procedure applies to all Council employees and Councillors.

5. PROCEDURE

5.1 GENERAL PRINCIPLES

Social media includes web-based and mobile-based technologies, which are used to turn communication into interactive dialogue between organisations, communities and individuals.

Social media is expected to be used by Council as a medium to update the community on Council projects, promote Council events and to seek feedback. It can also be used to promote community events and news.

Social media should be seen as a conversational tool, rather than just a promotional tool.

For the purpose of this procedure, social media is described as (but not limited to):

- Social networking sites like Facebook
- Video and photo sharing sites like Instagram, YouTube, Snapchat
- Micro-blogging sites like Twitter
- Blogs, including corporate blogs, personal blogs or blogs hosted by traditional media
- Forums and discussion boards like Whirlpool Yammer or Google Groups
- Online encyclopaedias such as Wikipedia
- Any other websites that allow individuals or companies to use simple publishing tools

Social media should be used as part of wider campaigns, including mainstream media advertising, media releases, Council websites, community announcements, printed promotional material and other methods of communication. Advice is available from the Media and Public Relations Co-ordinator.

5.2 NEW COUNCIL SOCIAL MEDIA SITES

While Council should aim to avoid diluting the corporate social media profile, individual programs or events can establish their own social media presence in accordance with this procedure.

All new Council social media sites must be approved through the Media Unit. The Executive Leadership Team is to be informed of any planned new social media sites prior to work starting to create them.

An employee wanting to set up a social media site must provide evidence that the site is needed, its purpose and how the site will be administered.

Prior to approval being granted, the administrator must seek advice from the Media and Public Relations Co-ordinator about engagement, practical uses and management of their social media presence.

The use of all Council social media sites will be reviewed on an annual basis by the administrator to ensure they remain relevant and useful.

5.3 MANAGING COUNCIL'S OFFICIAL SOCIAL MEDIA SITES

5.3.1 Content

While social media is often more casual than other communication tools, it still represents the views and image of Council. At all times, the site's administrator should ensure they:

- Use only approved social media sites
- Behave with caution, courtesy, honesty and respect, just like they would with any other Council-related communication
- Comply with relevant laws and regulations, including the Local Government Act and Privacy and Data Protection Act prohibiting the disclosure of personal and confidential information, the Copyright Act and the Defamation Act.
- Reinforce the integrity, reputation and values of Council
- Use correct spelling and proper grammar
- Keep messages short and simple
- Link to Council's websites for more details when necessary
- Engage in conversations when appropriate
- Ask questions to help engage users, when appropriate
- Include photos and videos where possible to help engage users
- Think about what the community wants to know, not just what Council wants them to know

Images of people are considered to be their personal information, so administrators must ensure they comply with Council's Privacy Policy POL/CORP211. It states "...SHRCC will take reasonable steps to advise the individuals concerned of what information is being sought about them, for what purpose, whether any law requires the collection of the information and the main consequences, if any, of not providing the information."

Particular care should be taken when including photos of people under the age of 18. Written parental consent must be received.

The following content is not permitted on Council's social media sites at any time:

- Abusive, profane or sexual language
- Content not relating to the subject matter of that site
- Content which is false or misleading
- Confidential information about Council or third parties
- Copyright or Trademark protected materials
- Discriminatory material in relation to a person or group based on age, colour, creed, disability, family status, gender, nationality, marital status, parental status, political opinion/affiliation, pregnancy or potential pregnancy, race or social origin, religious beliefs/activity, responsibilities, sex or sexual orientation.
- Illegal material or materials designed to encourage law breaking
- Material that could compromise Council, employee or system safety
- Materials that would breach applicable laws (defamation, privacy, trade practices, financial rules and regulations, fair use, trademarks)
- Material that would offend contemporary standards of taste and decency
- Material that would bring Council into disrepute
- Personal details or references to Councillors, Council employees or third parties, which may breach privacy laws
- Spam, meaning the distribution of unsolicited bulk electronic messages
- Statements that might be considered to be bullying or harassment
- Commercial and external advertising

5.3.2 Responsibility

The Media Unit is responsible for Council's corporate social media sites. Other employees must only administer approved sites that relate to their areas of responsibility and must have the prior authorisation of their Director or the Chief Executive Officer. Employees must ensure compliance with this procedure.

Each social media site should have an appointed administrator to ensure consistency. The Media and Public Relations Co-ordinator and/or Media Officer, through Council's corporate page, should be a secondary administrator. Log-in and password details should also be forwarded to the Media Unit to be included on a register.

External social media training will be available for administrators and other employees and Councillors as needed.

5.3.3 Content approval

Content for social media sites will comprise a mixture of existing communications re-worked for the appropriate medium, and content produced exclusively for social media.

Existing communication – Items that don't require additional approval for publication on social media include published media releases, information from public notices and Local Government notices, event promotion and leveraging website updates. These items will have had prior approval from the Chief Executive Officer or relevant Director.

Depending on subject matter and length, press releases and other communication forms might be paraphrased to lighten or humanise the tone.

Exclusive communication – For all other content, including responding to questions or comments, the site administrator must exercise sound judgement and commonsense to ensure posts are appropriate, accurate and comply with relevant legislation.

Administrators should only post, respond and engage in conversation on issues where they are comfortable and knowledgeable about the topic. If they are unclear on facts, they should seek advice and approval from relevant Managers, Directors or the Chief Executive Officer.

For issues that could present legal concerns or for those that are politically sensitive in nature, the administrator should seek the advice and approval of their Director or the Chief Executive Officer. Guidance can also be provided by the Media Unit.

5.3.4 Frequency

Social media sites must be updated regularly to engage with users and to remain effective and relevant.

Council's corporate sites should aim to have at least one post per business day. On other sites, administrators should aim to post at least once a week.

5.3.5 Monitoring

Sites must be monitored by their administrator to ensure posts that require a reply receive one in an appropriate timeframe, usually within 24 hours.

Inappropriate comments should be removed immediately or the site disabled until the inappropriate content is removed.

It is appropriate to note on the site, if possible, the hours during which it is monitored. For example: "*Council employees will monitor this page during business hours, usually Monday to Friday from 8.30am until 5pm (excluding public holidays).*"

The administrator might like to subscribe to status updates of their site via RSS to assist with monitoring, and should contact the IT Department for advice.

The Media Unit will monitor content posted on all official Council social media sites to ensure adherence to the Social Media Policy and Procedure for appropriate use, messaging and consistency.

5.3.6 Comment management

Administrators should ensure they:

- Answer questions as soon as possible
- Correct any incorrect information as soon as possible
- Respond accurately at all times. If they do make a mistake, administrators should acknowledge it and correct it as soon as possible
- Exercise sound judgment and commonsense when responding
- Do not enter or start arguments

- If they are unclear on facts, seek advice and approval from relevant Managers, Directors or the Chief Executive Officer.

Negative or inappropriate comments, or those that raise legal, privacy or political concerns, should be managed immediately and in consultation with Directors or the Chief Executive Officer.

Inappropriate comments or those that raise legal or privacy concerns should be removed, and the administrator should reply to the author privately, through private messaging, email or phone. Ensure the comment is captured and forwarded to records before removal.

For negative comments, general principles are:

Straight problem – always respond, either privately or on the public forum. Take action to rectify the problem.

Constructive criticism – always respond. Thank the user for their suggestion and forward the suggestion to relevant program manager for consideration. If the suggestion is taken up, further response at a later date might be appropriate.

Warranted criticism – always respond, the quicker the better. Be positive, empathetic. Alert the program manager and communicate any response to the problem/issue if appropriate.

Trolling – do not respond and if necessary, remove it from the page. (Trolling is when posts are inflammatory or off-topic with the main purpose being to provoke an emotional response or to disrupt the normal, relevant conversation.)

It is appropriate to note on the site, if possible, that content deemed unsuitable could be removed. For example: *“Swan Hill Rural City Council reserves the right to remove content that does not comply with its Social Media Policy or any associated policies. To view the policy, visit swanhill.vic.gov.au.”*

Comments on the Facebook wall/timeline can be restricted so that only the administrator can post directly. Members of the public have the option to comment only on administrator posts. Although not recommended, this feature can be disabled if necessary.

5.3.7 Promotion

Council's social media sites should be promoted using social media buttons to link from Council's main website and other program websites.

Social media sites should be promoted in Council communications like employee and community newsletters, email groups, advertisements and media releases.

Sites should all be linked (for example, liking each other on Facebook, and following each other on Twitter).

Employees are also encouraged to link to social media sites by using social media buttons on their email signatures. Please see the IT Unit to alter email signatures.

5.3.8 Records management

Daily or weekly feeds (depending on site's usage) will be established through the IT Unit to capture and send to the Records Management Unit.

Records officers will be required to monitor feeds and any content deemed relevant to another file will be recorded there.

5.4 EMPLOYEE GUIDELINES FOR USING SOCIAL MEDIA

Only employees authorised by their Director must administer Council social media sites and content.

The Media Unit is responsible for Council's corporate social media sites. Any officer who would like their program or event included on Council's corporate social media sites should contact the Media Unit at least a week prior to their proposed post date.

Other employees must only administer sites that relate to their areas of responsibility, after approval from their Director, and must be aware of the guidelines contained in this procedure.

When representing Council on social media sites, all employees are required to comply with the statutory requirements contained in the Privacy and Data Protection Act and Local Government Act, which prohibit the disclosure of personal and confidential information, and act within the guidelines of the Staff Code of Conduct.

Posts must accurately reflect Council's position on the topic as determined by Council and in accordance with the Council Plan and Council policies. Employees should also be aware that defamation law covers them as it does everyone else. It could be considered defamatory to harm another person's reputation through social media sites.

Non-compliance with the Social Media Policy and Procedure by Council representatives will result in action under Council's Disciplinary Policy POL/STAFF104.

5.4.1 Personal use of social media

Employees should be conscious about mixing their personal and work lives. There is no separation for others between your personal and business profiles within social media.

Any online activity that brings damage to Council's reputation will ultimately be the responsibility of the employee who created or published the content. Employees should use commonsense and take the same caution with social media as with all other forms of communication.

It is not appropriate to use Council email addresses to create personal accounts in sites unrelated to Council.

Information – If posting about Council, employees should only share publicly available information and engage only in discussions where they are comfortable and knowledgeable about the topic.

Opinion – It is recommended that employees not use personal accounts to make adverse comments about Council or its programs, services, projects, elected members, employees, volunteers, community members or decisions.

If personal comment is made, employees should not identify themselves as Council employees and should be mindful of the Swan Hill Rural City Council Staff Code of Conduct, their position description and delegated responsibility level.

Employees should consider using a formal disclaimer to separate official Council positions from theirs and others' personal opinions.

Personal opinions should not be expressed using Council hash tags or other identifications.

Access – When accessing social media via the Council's internet system, employees must do so in accordance with this procedure and with Council's IT Acceptable Use Policy POL/CORP218. This policy allows employees to use internet resources for personal purposes provided use is limited, lawful and reasonable in terms of time and cost to Council.

Personal access to social media should not interfere with your work. Examples of reasonable use include using social media during a lunch break.

Council resources should not be used to access or post any material that is fraudulent, harassing, threatening, bullying, embarrassing, sexually explicit, profane, obscene, racist, sexist, intimidating, defamatory or otherwise inappropriate, as defined in this procedure.

5.5 COUNCILLOR GUIDELINES FOR USING SOCIAL MEDIA

The Mayor is the official spokesperson for Council, and can work with the Chief Executive Officer and the Media Unit to establish official social media sites and profiles to represent Council.

Councillors with their own social media sites and profiles should ensure they state that comments and posts are being made in their role as an individual and are not necessarily the views of the Council.

Councillors must seek guidance from the Chief Executive Officer or Mayor prior to posting on Council's official social media sites, especially relating to issues of a legally or politically sensitive nature.

All posts about Council issues should be accurate. If Councillors are uncertain, they should seek the advice of the relevant Manager, Director or the Chief Executive Officer.

Councillors are required to comply with the statutory requirements contained in the Privacy and Data Protection Act, Local Government Act and Councillor Code of Conduct, which prohibit the disclosure of personal and confidential information.

Matters raised in closed sessions of Council and at Councillor Assemblies are confidential and cannot be mentioned in any way on social media sites.

Councillors should also be aware that defamation law covers them as it does everyone else. It could be considered defamatory to harm another person's reputation through social media.

Social media sites should not be used to post any material that is fraudulent, harassing, threatening, bullying, embarrassing, sexually explicit, profane, obscene, racist, sexist, intimidating, defamatory or otherwise inappropriate.

5.6 SOCIAL MEDIA DURING CARETAKER MODE

Council's social media sites should not be used for election campaigning.

Any publication on official Council social media sites during caretaker mode requires certification by the Chief Executive Officer. This excludes publications relating to standard operational requirements, for example, posts promoting community events.

Council should consider limiting access to social media sites during caretaker mode (for example, restricting Facebook wall/timeline posts or temporarily closing down a site) and should undertake constant monitoring to ensure no electoral matter is posted.

Councillors - During caretaker mode it is especially important that Councillors ensure their social media sites state that comments and posts are being made in their role as an individual, and that views expressed are not necessarily the views of the Council.

5.7 SOCIAL MEDIA USED IN CRISIS COMMUNICATION

- Social media can be an effective way to communicate important messages in the case of a municipal or Council crisis. However, in times of crisis, social media posts can have far reaching effects. Therefore employees and Councillors should note that informal comment or discussion on social media is to be avoided.

Council emergency management - In the event of a declared Council crisis, any communication, including that on social media, is to be approved by the Disaster Recovery Committee in conjunction with the Council Crisis Communication Plan.

Municipal emergency management - In the event of a municipal disaster, communication, including that on social media, is to be approved by the Municipal Emergency Command Centre, in conjunction with Council's Media Policy and Procedure.

5.8 ADVERTISING

Social media can be an effective tool to promote events, generate community interest or increase awareness of community consultation. Advertisements can be targeted to specific audiences, age brackets and areas and using a number of social media platforms.

All social media advertising requests must be approved by a Director or the Chief Executive Officer and submitted to the Media Unit. A corporate credit card is required for advertising costs and a pre determined budget must be agreed upon before advertising will be approved.

6 RELATED POLICIES/DOCUMENTS

Website Policy – DPOL/CORP225

IT Acceptable Use Policy – POL/CORP218

Media Policy– POL/GOV003

Disciplinary Policy – POL/STAFF104

Corporate Credit Card Policy – POL/CORP203
Communications Strategy 2015 – 2018
Privacy Policy – POL/CORP211

Signed: _____ **CEO** **Date:** _____

B.18.96 KEY STRATEGIC INITIATIVES FOR 2018/19 STATUS REPORT FOR THE FIRST QUARTER

Responsible Officer: Director Corporate Services
File Number: S16-28-03
Attachments: 1 Key Strategic Initiative Document

Declarations of Interest:

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

Summary

This is the first quarterly report identifying the status of the Key Strategic Initiatives from the Council Plan for the 2018/19 financial year. This report also provides updates for any actions that were carried over from previous years. This is the first report in relation to the Council Plan 2017-21.

Discussion

The Council Plan 2017-21 includes 86 initiatives and 226 actions through which the achievement of the Council Plan may be measured over its four-year term. Each action has a nominated responsible officer who is a member of the Leadership Team, reflecting the importance placed on achieving targets.

There are 59 actions in total identified for the 2018/19 period.

The following two actions were marked as completed during the first quarter:

10.2.1 – Adopt the Recreation Reserve Masterplan

5.6.5 – Implementation of the Robinvale Employment Network ceased and Council exited the program.

As some actions span over a number of years they cannot be marked as completed until later years.

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

SECTION B - REPORTS

20 November 2018

Year	No. of Actions	Total completed	No longer applicable	Complete/Ongoing	Outstanding	Completed this ¼
Rolled over from previous Council Plan	6	1	0	1	4	
2017/18	59	15	0	23	21	1
2018/19	61	2	0	24	35	
2019/20	17	1	0	4	11	1
2020/21	83	1	0	38	45	
Future years	0	0	0	0	0	
Total	226	20	0	90	116	Total - 2

Consultation

Council consulted the community during the development of the Council Plan 2017/21.

Financial Implications

Actions are funded through existing resources or the Annual Budget process.

Social Implications

Implementation of the actions will improve a number of social outcomes for our community.

Economic Implications

Implementation of the actions will improve a number of economic outcomes for our community.

Environmental Implications

Implementation of the actions will improve a number of environmental outcomes for our community.

Risk Management Implications

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

Council Plan Strategy Addressed

Governance and leadership - Effective and efficient utilisation of resources.

Options

Not applicable for this report.

Recommendation

That Council adopts the Key Strategic Initiatives first quarter status report for 2018/19.

1	Objective	Strategic Initiatives	How we will know we have achieved this	By When	Directorate	Officers	Completed Date MMY	Comments as at 30 June 2018
Legend								
		Completed	Currently underway/Ongoing					
Initiatives carried over from previous Council Plan								
12.	Celebrating our identity	12.1 Pursue funding for the redevelopment of the Swart Hill Regional Art Gallery	12.1.1 Provide final designs and all costs and contingencies	2016-17	DCCS	DCCS		Review of redevelopment options in context of Riverfront Masterplan underway. Surveys requesting funding to begin in November 2018. Planning in February 2018. Final design in June 2018. Construction start in November 2018. Awarding Riverfront Investment project to be undertaken to determine next steps. Presentation to Council in November 2017 on history of project. Project flagged with Mask Corp. Member for Northern Victoria, June 2018. Included in COI for Our Region - Our Rivers funding, as major project for Council. Risk Assessment, consultations on preferred site during June 2018. Art Gallery Advisory Board has reviewed the 'must haves' for the design, and during September 2018 design architects will incorporate those aspects into concept designs for the two main options.
12.	Celebrating our identity	12.5 Develop and implement a Cultural Plan	12.5.3 Development continues	2014-16	DCCS	CDLM	OO	This draft strategy was made available for three weeks for community feedback. The feedback has been read, reviewed and included in the final version of the document for presentation to Council in early October 2018.
13.	Aboriginal Identity	13.1 Review and implement identified actions following the review of Aboriginal Partnership Plan	13.1.1 Implement actions identified in Aboriginal Partnership Plan	2014-17	DDP	ECDM	OO	Aboriginal Community Partnership Strategy adopted September 2017. The Actions within the Plan will continue to be implemented. New strategy in draft format. Murray River Cultural Centre Feasibility Study has commenced. To go to Council Meeting for adoption in 2017. ONGOING
15.	Housing	15.3 Review of the Municipal Strategic Statement (MSS) taking into consideration appropriate accommodation options	15.3.1 Commence MSS review	2014-15	DDP	DM	Dec-17	MMS is currently being re-written removing the need for a review.
19.	Infrastructure	19.2 Actively pursue suitable alternative opportunities arising from decommissioned Inigation Infrastructure	19.2.3 Modernisation undertaken, Channel decommissioned.	2016-17	DI	DI		Land tenure options investigation in progress. Report with suggested option will be presented to Council in November 2018.
19.	Infrastructure	19.2 Actively pursue suitable alternative opportunities arising from decommissioned Inigation Infrastructure	19.2.7 Gain ownership of the available land for future development	2016-17	DI	DI		Finalising options and actions needed to be taken to secure land. Will present a report to Council in November 2018.
ECONOMIC GROWTH								
1.	Encourage and attract new business to our region	1.1 Formulate new ways to encourage new business development.	1.1.1 Identify and investigate suitable land parcels for new business.	2017-18	DDP	ECDM	Mar-18	Completed. Economic and Community Development Unit continue to work with Planning to identify opportunities to expand new businesses.
			1.1.2 Apply for funding through Regional Development Victoria (RDV).	2017-21	DDP	ECDM		No funding has yet been applied for through RDV for new projects. Discussions have been held in relation to building a large new dairy on Whinlton Road, Lako Boga and additional value-add products.
			1.1.3 Develop a business expansion or relocation strategy.	2018-19	DDP	ECDM	OO	Business Expansion and Retention Strategy completed and presented to Council for adoption.
			1.1.4 Commence an Investment attraction campaign	2018-18	DDP	ECDM	OO	Through the Connection U program, businesses are being visited to identify vacant positions within these industries. This visit will assist to inform the business expansion relocation strategy.
			1.2 Identify the types of businesses suited to this region and develop investment prospectuses	2017-18	DDP	ECDM	OO	Through the Connection U program, businesses are being visited to identify vacant positions within these industries. This visit will assist to inform the business expansion relocation strategy.
			1.2.1 Perform an industry gap analysis	2019-20	DDP	ECDM		
			1.2.2 Review the Investment Attraction policy	2019-20	DDP	ECDM		

					1.2.3 Develop skills of industry and business prospectuses	2017-21	DDP	ECDM		Draft copies of business prospectuses have been developed and will be presented to Council by December 2018.
					1.2.4 Market the opportunities available	2017-21	DDP	ECDM		
				1.3 Investigate and identify potential export opportunities and facilitate connections	1.3.1 Analyse the region's products and identify where we have comparative advantages that may provide opportunities for growth.	2017-18	DDP	ECDM		
					1.3.2 Investigate what role Council can play with development of new markets	2018-19	DDP	ECDM		
					1.3.3 Facilitate connections and partnerships to achieve market access.	2018-21	DDP	ECDM		
					1.3.4 Encourage the establishment of value adding industries.	2017-21	DDP	ECDM	CO	Assisting horticulture producers to enter the export market or strengthen existing markets through assisting with sourcing funding for new infrastructure and facilitating planning processes. Identify training and advice opportunities for the ag sector.
				1.4 Pursue new businesses that are upstream processors for our local produce	1.4.1 Engage with local industry to identify opportunities.	2017-18	DDP	ECDM	CO	Assisting retail businesses to expand premises. Facilitate for local goods and services industry to be competitive in tendering contracts for new developments such as solar farms.
					1.4.2 Work with industry to establish new businesses	2018-21	DDP	ECDM	CO	Working with interstate composting business to establish new composting business in Swan Hill region.
					1.5 Promote new technologies and new ways of working.	2018-19	DDP	ECDM		
					1.5.1 Investigate and market opportunities for internet based business.	2018-20	DDP	ECDM		
					1.5.2 Promote and educate industry and the community to encourage the uptake of new technologies through training and workshops.	2017-18	DDP	DDP	CO	Housing in Robinvale is of concern and a program of ensuring compliance has been underway for a year. This will continue for some time as more non compliant housing is identified. Council has been successful in receiving a grant to undertake a Housing Strategy in Robinvale and this will commence shortly.
					1.6 Increase the availability of appropriate housing to support growth of industry and agriculture	2019-21	DDP	DDP	CO	Ensuring adequate land is available for housing is Council's role. Officers have been liaising with owners of land ready for development to assist in progressing development - both in Swan Hill and Robinvale.
					2.1 Encourage the growth of agriculture through appropriate advocacy and strategic planning	2017-18	DDP	DDP CEO	CO	Central Murray Regional Transport Strategy draft completed.
					2.1.2 Review the Municipal Strategic Statement (MSS) to ensure the growth of agriculture is supported	2017-18	DDP	DM	CO	Amendment C73 has been authorised by the Minister subject to conditions. C73 will be exhibited during the last quarter of 2018.
					2.1.3 Implement the Rural Land Use Strategy	2017-21	DDP	DM	CO	Will be implemented as part of Amendment C73 evolving the Rural Living Zones areas.

													Currently working with a number of agricultural businesses to establish new business or add on enterprises. Eg. Dairy add on product.
													Initial audit of Farm Gates between Robinvale and Swan Hill has been undertaken. Next steps is to develop product / experiences based on seasonality and product type and location. Audit to be undertaken in other cutting areas and stage the implementation.
													Ongoing discussion and liaison via Loddon Mallee Procurement Excellent Network.
													Procurement Policy reviewed and accepted at November 2017 Council Meeting.
													Council maintains an active role in the Victorian Rail Freight Alliance and is the coordinating member of the Central Murray Regional Transport Forum.
													An advocacy document has been prepared for the upcoming state government election that outlines major infrastructure requirements for the municipality. Numerous solar related projects to help both residential and business owners to reduce power consumption and costs are underway.
													Council Officers are investigating the viability of Environmental Upgrade Agreements for Swan Hill Rural City Council and will present this information to Council by the end of the calendar year for consideration. The Social Access Solar Garden project has started and work is being done to assess sites, development of a business model, legal investigations and market research. The Microgrid EOI has been submitted and consists of discounted storage targeted to support onsite cost reduction as well as providing grid support services to increase the reliability of the local network.
													A number of solar farms are under construction or in advanced planning stages. Meetings have been held with State and Federal politicians to raise awareness of the need to fund a network upgrade to allow more solar energy to enter the grid and be used in Melbourne.
													Initial audit of Farm Gates between Robinvale and Swan Hill has been undertaken. Next steps is to develop product / experiences based on seasonality and product type and location. Audit to be undertaken in other cutting areas and stage the implementation.
													Business Expansion and Retention Strategy completed and presented to Council for adoption. Through the Connection U program, businesses are being valued to identify vacant positions with in these industries.
													ongoing
													Draft copies of business prospectuses have been developed and will be presented to Council by December 2018.
													Designs have been completed by McKnight and Bray, and construction plans are now being developed. Once complete, quotations will be sourced for the construction of the toilet.
													Proposed Farm Gate to Council assembly on 12 June 2018. Farm now in place for 2018-19 financial year. Implementation of the marketing plan has commenced, will September start (policy/program now being finalized)
													Installation of hardware has been completed and programming of the software has commenced. This is due for completion by mid October 2018.
													In progress.

	6.6 Strengthen our connection with youth		6.6.1 Review the structure of the Youth Council with young people.	2017-18	DCCS	FYCSM	Sep-17	A review of the make up and role of Youth Council was undertaken by Youth Council and discussed at Council Assembly in July and September 2017.
			6.6.2 Deliver a responsive and relevant program of Youth Services.	2017-21	DCCS	FYCSM	CO	Youth Support Program staff record all activities undertaken on an annual reporting / evaluation template in chronological order that is cross referenced with the 2017-2018 Annual Operational Plan.
			6.6.3 Deliver the actions within the Youth Strategy.	2017-21	DCCS	FYCSM	CO	Youth Support Program staff record all activities undertaken on an annual reporting / evaluation template in chronological order that is cross referenced with the 2017-2018 Annual Operational Plan.
			6.6.4 Develop work placement and work experience programs.	2017-18	DCCS	ODM	CO	2017 - Four scholarships (Engineering, IT, Environment and Eco Dev) and two scholarship places for indigenous students (no applications). We were able to employ an indigenous business trainee in Rodeville. 2017 - 15 students completed work experience, 7 students completed structured workforce learning as part of their VET in School program.
			6.6.5 Implement the Robinvale Employment Program in accordance with the funding agreement.	2017-20	DDP	RENPC		
			6.6.6 Maintain and develop our partnerships with youth agencies.	2017-21	DCCS	FYCSM	CO	YACVic Rural Officer is co-located at Youhine. Youth Support Program staff attend relevant network meetings including Southern Mallee Shire Regional Group, Child Youth and Family Network, Victorian Rural Youth Services, and Swan Hill College Wellbeing Team.
	6.7 Develop and implement Cultural Services Plan		6.7.1 Develop and adopt a plan	2017-19	DCCS	COLM		The draft strategy was made available for three weeks for community feedback. The feedback has been collated, reviewed and included in the final version of the document for presentation to Council in early October.
			6.7.2 Implement initiatives within timeframe and subject to adequate resourcing	2017-21	DCCS	COLM		
	6. Provide services and support initiatives that create a healthy and safe community		6.1.1 Review and implement actions within the Public Health and Wellbeing Plan.	2017-19	DCCS	DCCS	Oct-17	Adopted at the October 2017 Council Meeting. An annual operational action plan for quarterly reporting has been developed.
			6.1.2 Report on status of actions biannually	2017-21	DCCS	DCCS		Reporting will be undertaken quarterly, beginning in February 2018.
			6.2 Strategically position Council's ongoing role regarding the community-based aged care reforms	2018-19	DCCS	CCSM	2017	Options paper completed - Investigation of findings and response to be developed.
			6.2.2 Ascertain how HACC Commonwealth Home Support Program services can be delivered within funding levels.	2017-20	DCCS	CCSM		In progress.
			6.2.3 Develop positive Aging Plan	2018-19	DCCS	CCSM		
			6.3 Review and determine Council's role in early years and child care services	2018-19	DCCS	FYCSM		Scope of Early Years Plan being developed for completion of Plan during 2018-19.
			6.3.2 Produce a report on outcomes and provide recommendations	2018-19	DCCS	FYCSM		
			6.3.3 Develop an Early Years Plan (EYP)	2018-19	DCCS	DCCS		Plan to be scoped during first quarter 2018-19, awaiting data from vulnerable/disadvantaged students. This will assist in narrowing the scope to what is required in the Plan. June 2018 update - following completion and opening of Early Learning Centre in Rodeville, and work associated with key data in the LGA, scoping of the plan will commence - estimated first quarter of 2019.
			6.3.4 Implement EYP actions within timeframe and resources	2018-20	DCCS	FYCSM		

					2018-19	DCCS	DCCS	DCCS	2018-19	6.4.1 Promote awareness of the Community Charter for the Prevention of Violence against Women.								Council participated in the 16 Days of Action facilitated by the State and undertook Orange events that were held in various locations in the County. Council was also contacted by various groups including the White Ribbon campaign during 2018-19 - being assessed during June 2018.	
					2017-18	DCCS	DCCS	DCCS	2017-18	6.4.2 Implement the requirements of Child Safety Standards.									Child Safe Directive and Reporting Procedure reviewed by ELT in September 2017. Revised Child Safe Standards Policy presented for adoption at the December 2017 Council meeting. Ongoing actions to remain compliant will continue. DHHS conducted an audit of Child Safe Standards 7 June 2018, and determined Council is compliant, and more advanced than other LMR councils.
					2018-20	DI	DI	DI	2018-20	6.4.3 Expand and continue CCTV operation									Requirements and opportunities are monitored and investigated with relevant stakeholders.
					2018-19	PHRSC	DDP	PHRSC	2018-19	6.4.4 Enforce local laws and develop a MOU with Victorian Police to support additional community crime prevention measures.								Council has attended Police call out sessions to educate and update Officers on the new Local Law No.2 2017 and provided resources in Robinvale and Swan Hill. Council and Police MoU has been updated.	
					2017-21	CRGO	DDP	CRGO	2017-21	6.5.1 Support the development of sport and recreation clubs across the municipality.									Swan Hill Recreation Reserve Master Plan was endorsed at the Council meeting on 15 May 2018. The Swan Hill Aquatics Strategic Plan is currently in progress and is expected to be completed by December 2018. An implementation plan will be developed that includes all recreation initiatives from both plans to identify key projects, timelines, potential funding sources and to provide broader planning of projects. Clubs will continue to be supported through Councils Community Grants Programs.
					2017-21	EODM	DDP	EODM	2017-21	6.5.2 Complete and implement the Recreation Reserve Master Plan.									Masterplan completed.
					2019-20	DCCS	DCCS	DCCS	2019-20	6.6 Expand library services in Robinvale and review the delivery of library services in our small communities.									RDV have confirmed the funding allocated in the 2017-18 State Government budget for the Robinvale Library. Meetings have been held with RDV, the Education Department and Cohian Foundation representatives. The recommendation has been put forward that the Education Department manage the project and the funding.
					2018-19	DCCS	DCCS	DCCS	2018-19	6.6.2 Develop an effective partnership arrangement with Robinvale P-12 College									June 2018: Community Use Agreement has been developed into draft form, and copying of the project will continue into 2018-19. It is anticipated that plans will be developed and operational model agreed in early 2019, which will finalise the Joint Use Agreement.
					2020-21	DCCS	DCCS	DCCS	2020-21	6.6.3 Confirm that the new library is meeting the Robinvale community's needs.									
					2017-18	PHRSC	DDP	PHRSC	2017-18	6.7.1 Survey community needs for off-leash dog park.									Survey completed. Report of suggested locations is being prepared for consideration by Council.
					2018-19	PHRSC	DDP	PHRSC	2018-19	6.7.2 Develop a project scope if the community need is identified.									On 21 November 2017, Council adopted in trial four off-leash areas for two years. Signage, rubbish bins, dog waste dispensers were installed in all areas. Council conducted a media campaign to educate dog and non-dog owners about the use of these areas. Over the two year trial, quarterly assessments will be undertaken to gauge use, compliance and complaints. The community will have the opportunity to provide feedback through a survey at the half way point of the trial that will be made available through Council's website and Facebook page. The end date of the trial is December 2018.
					2017-21	CDRC	DDP	CDRC	2017-21	7.1.1 Review and renew Community plans as appropriate.									Robinvale Plan - reviewed and updated Aug 2017 Lake Bogga - Plan reviewed and updated Nov 2017 Swan Hill - No review needed, Council does not want a SHCP Pangli - reviewed 2018 Wooman - review completed 2018 Nyeh - Dje row Boundary band - review complete 2018 Berkeford - due 2018 Ultina - completed 2017 Warragaring - review complete 2018 Waman - review complete 2018
					2018-19	CDRC	DDP	CDRC	2018-19	7.1.2 Implement ways to encourage all communities to actively participate in the community grants program.									All communities are encouraged via email and by Council representatives. Via means to apply for the community grants. TRG are encouraged to submit a request for funding from community and residents.
					2017-21	CDRC	DDP	CDRC	2017-21	7.1.3 Advocate on behalf of our communities for priority issues and opportunities.									Continue to work with TRG to promote their projects, identify employment opportunities on a yearly basis to assist their social and economic.

					2018-19		DDP	CDRC				
				8.5.2 Adopt the reviewed Strategy	2017-21		DI	WM	CO			Tablet computers are progressively being rolled out to Works teams. These enable staff to record daily completion of tasks.
				8.5.4 Continuously improve the efficiency of our works and maintenance crew.	2018-19		ELT	DI				Work is progressing on a Public Convenience Facilities Strategy.
				8.6.2 Identify opportunities to rationalise assets and facilities that do not have an identified service need.	2016-19		DI	WM				Working with the Engineering and Asset Departments to finalise a Public Convenience Strategy.
				8.6.3 Conduct a review of public facilities including public buses (included as part of 1819 review).								
				8.7 Maximise community benefits from the opportunities presented at the Chisholm Motor Sports Complex.	2017-21		DDP	CRGO	CO			Council is developing a draft lease agreement which will replace the Recreation Reserve Agreements that Council currently has in place with each individual user group. This lease will be between Council and the Chisholm Reserve Complex Inc. (CRC Inc.) and will have sub-lease agreements with each user group. Chisholm Reserve Complex Inc. Special Meeting was held on 22 August 2018 to discuss boundary proposals. A site meeting was held Monday, 27 August 2018 and proposed boundaries identified. A boundary proposal to be presented by the CRC Inc. for approval in October.
				9.1.1 Identify and successfully apply for funding opportunities	2017-21		DDP	ECDM CDRC	CO			There have been three unsuccessful attempts for external funds to support Lighting Up Riverside Park. Another application was submitted in the 2018/19 FY. Project costs \$270,000.
				9.1.2 Ensure projects complete in accordance with timelines.	2017-21		DDP	ECDM CDRC				
				9.1.3 Identify and encourage private sector investment	2017-21		DDP	ECDM CDRC				Commercial Development Strategy completed.
				9.2 Ensure developers comply with the Infrastructure Design Manual while relevant to local standards	2018-19		DI	EPAM	CO			Ongoing communication with developers and Council's Planning Department through pre-application meetings and post-application Engineering referrals to Planning.
				9.2.2 Develop local policy position in areas where the Infrastructure Design Manual can be varied	2018-19		DI	EPAM				1. Ongoing discussions and consultation with key stakeholders including: IDM Author, Design and Development, Council Staff. 2. A report was prepared to Council meeting in this regard. 3. Old policy named Footpath on Road Reserve has been cancelled and replaced by the IDM requirement. 4. It was recommended that the current IDM is to be reviewed over time to Council particular needs.
				9.3 Upgrade Swan Hill Liveboat Sailing Complex	2017-19		DI	FOLEC	CO			Tender and quotation documents released for response and cost. Working group recommendations received and approved by Council. Designer to develop concept plans and discuss in Jan 2018. Concept plans, including revised cost estimates complete and agreed. Revised project milestones developed and agreed. Project variation request prepared for consideration by Federal funding body. Design consultant to prepare detailed structural drawings. Variation agreed by funding body. New and revised detail design specs and plans to go to tender June 2018. Tender and quotation responses received and evaluated. Variation request accepted by Federal funding body with adjusted project milestones dates. Report to Council scheduled for 18 September 2018.
				9.3.2 Identify funding opportunities for future stages	2018-19		DI	DI				No funding opportunities identified at present. Continuing to investigate new funding sources.
				9.4 Review the Road network and classify each road.	2018-19		DI	EPAM	CO			Road review currently being further refined with Depot and Engineering works team. Anticipate a proposed Road Network to be reviewed in May. With further discussions with Director, then ELT about where to from there.
				9.4.2 Identify and pursue funding opportunities for upgrades.	2018-21		DI	DI				

				2017-21	ELT	DI			Work in progress
				2017-21	DCS DI	EM EPAM			Major Projects review will occur in October 2017.
				2017-21	ELT	DI			Work in progress
10. A strong focus on asset management systems and planning	10.1 Actively pursue opportunities from decommissioned irrigation infrastructure	10.1.1 Work with Goulburn Murray Water to decommission channel number 5.	2017-19	ELT	DI	CO			Work in progress with channel decommissioning and realignment of roads to improve traffic and visibility are now completed. Lane issue in final stages of investigation.
		10.1.2 Identify opportunities for land parcels taken over by Council.	2017-18	ELT	DCS DI	CO			Initial discussions held with ELT and Council. Land tenure issues are being addressed by GMMW. Draft 10-Year Major Projects Plan includes funding for scoping, design and implementation.
		10.1.3 Identify funding opportunities to upgrade newly available land	2017-21	ELT	DI				
	10.2 Complete the Recreation Reserve Masterplan	10.2.1 Adopt the Recreation Reserves Masterplan	2017-18	DDP	CRGO	May-18			Implementation of Recreation Reserve Masterplan
		10.2.2 Establish a long term operational maintenance program for Council managed reserves	2018-19	DI	WM				Working through the Recreation Reserve Masterplan to identify key areas.
		10.2.3 Investigate funding options to implement actions within the Masterplan.	2017-21	DDP	DDP ECDM	CO			The Robinsons Cricket nets project has been invited to full application stage under the Community Sports Infrastructure Fund. The submission was due on 27 September 2017.
		10.2.4 Review and update user agreements between Council and recreation reserve users groups	2018-19	DDP	ECDM	CO			Recreation Reserve Agreements have been returned from clubs.
	10.3 Review current use of council facilities.	10.3.1 Produce usage report, including analysis of non-Council facilities that provide similar services	2017-18	DI	EPAM				Not Started Slow progress due to the vacant Asset Coordinator position.
		10.3.2 Identify opportunities to rationalise Council assets	2018-19	DI	EPAM AC				1. Ongoing with all leases. 2. Currently consulting with key stakeholders on what they would like in a proposed building asset register. Have a meeting by meeting with this working group and are moving through what items are applicable. Yet to ask a new meeting. 3. Slow progress due to the vacant Asset Coordinator position.
	10.4 Plan and deliver assets for the current and future needs of our growing community and changing environment.	10.4.1 Implement an effective asset management system.	2018-19	DI	EPAM AC	CO			1. Council has recently engaged Pacesetter Services to conduct full review for Civic Asset Module. Report has been handed to Asset Management staff for its review. 2. Asset Management Staff are coordinating with other departments regarding their contribution to the Pacesetter upgrade through the budgeting process. Awaiting financial commitment from other Departments before engaging Pacesetter to complete works. Slow progress due to the vacant Asset Coordinator position.
		10.4.2 Develop and update policies, strategies and registers.	2017-18	DI	EPAM AC				1. Draft Lease Policy and Report has been prepared and is ready to be presented to ELT. 2. Transport Asset Management Plan completed by consultant to DI review. 3. Updating the Asset Register is ongoing on Pacesetter findings. 4. Asset Management Plan resigned in December 2017. 5. Further discussions and development of policy being undertaken to incorporate Recreation Reserve Agreements. 6. Awaiting on the Director decision regarding the recruitment of Asset Coordinator. Slow progress due to the vacant Asset Coordinator position.
		10.4.3 Complete a centralised asset register	2018-19	DI	EPAM				Review existing register as recommended through Pacesetter Report (once Authority upgraded to include the Pacesetter). Awaiting Financial Commitment from other Departments before engaging Pacesetter to complete works. Slow progress due to the vacant Asset Coordinator position.

11. Positive community engagement by appropriate and constructive consultation	11.1 Develop Council's systems and processes to improve our customer service, efficiency and effectiveness of our operations	11.1.1 Undertake Council Services Review.	2018-19	ELT	DC\$	CO	We remain on target for the completion of the initiatives as per the ICT Strategic plan.
		11.1.2 Implement the new IT Strategy.	2017-21	DC\$	ITM	CO	
		11.1.3 Implement Customer Service Strategy actions	2017-21	DCS	ODM	CO	Ongoing
	11.2 Use social media as a medium for community consultation and communication	11.2.1 Introduce facebook advertising	2017-18	DCS	ODM	Dec-17	Facebook advertising is regularly used and posts are continuing to be used to consult and communicate with the public.
		11.2.2 Increase the use of online survey tools	2018-19	DCS	ODM		Ongoing
	11.3 Establish new and alternative methods of consultation.	11.3.1 Research and report to council on contemporary consultation methods	2018-19	DDP	EODM	CO	A discussion paper has been developed and was presented to Council Assembly in October 2017.
		11.3.2 Investigate the use of multilingual publications	2019-20	DDP	EODM		
		11.3.3 Increase the use of social media, online survey tools.	2018-19	DCS	ODM		
		11.3.4 Increase the use of current and professional networks and contacts to convey opinion and share information.	2017-21	CEO	ELT		MRCG CEOs continues to be a useful forum.
		11.3.5 Review Councils Communication strategy.	2018-19	DCS	ODM		Discussions with ELT and Council occurred in May 2018. A Communication Survey was completed in July 2018 with 217 responses from the community. The feedback comments and community development plans are being actioned through the strategy. The next draft transactions to LT and ELT before completing a draft document for Councils input.
	11.4 Champion a culture that values strong community engagement.	11.4.1 Include effective community engagement processes in all planning and project delivery plans	2018	CEO	ELT		Best practice consultation on the Saleyards redevelopment through the establishment of a working group will develop best practice. A working group was formed to engage with the community. The group will be meeting regularly and the group will be reporting on its progress. The group will be meeting regularly and the group will be reporting on its progress. The group will be meeting regularly and the group will be reporting on its progress.
		11.4.2 Conduct training for staff	2018-19	DCS	DDP		Further consultation being conducted to close the loop regarding the Murray River Interpretive Centre Feasibility Study outcomes. Consultation due to be held 18 - 19 June 2018. Aboriginal Cultural Awareness campaign.
		11.4.3 Implement a project management system.	2017-18	ELT	DI		
	11.5 Develop a strong positive message and image for Council and the region	11.5.1 Publish two community newsletters a year	2017-21	DCS	ODM	CO	Summer newsletter published and distributed in December 2017. Winter edition of the newsletter distributed in July 2018.
		11.5.2 Use facebook advertising and social media to promote Council	2017-21	DCS	ODM	Dec-17	Promotion continues through regular use of Council's Facebook page.
		11.5.3 Use established connections/partnerships to promote a positive Council image	2017-21	CEO	ELT		We seek opportunities to reinforce the message that we are here for the community through our media engagement and in our Natural Columns in local newspapers.
12. Effective and efficient utilisation of resources	12.1 Continually improve workplace safety and staff health and wellbeing.	12.1.1 Participate in MAV Workcover staff insurance scheme	2017-18	DCS	ODM	Nov-17	Officially commenced in this scheme. 1 November 2017. First self-audit of 28 key areas submitted to MAV December 2017. Group 1 and 2 policies and procedures adopted. Group 3 procedures in draft format. Internal Audits continue to be implemented in accordance with the schedule.

					12.1.2 Develop and implement an OH&S framework	2017-18	DCS	ODM	CO	Initial audit has been completed, OHS Management plan adopted by ELT and OHS committee in August 2018. Actions will be regularly reported on to ELT and the OHS committee.
					12.1.3 Implement National Assessment Tool (NAT) testing across the organisation	2017-21	DCS	ODM	CO	Auditing schedule adopted by ELT October 2017. Four internal audits completed to date.
					12.1.4 Test the Business Continuity Plan	2017-21	DCS	ODM	CO	Business Continuity Plan testing completed November 2017.
					12.1.5 Review and develop Councils Risk Framework and Strategy	2017-19	DCS	ODM CSC		
				12.2 Review results of community satisfaction survey, submissions and community consultations to identify and respond to changes in service demand or expectations	12.2.1 Participate in annual community satisfaction survey	2017-21	DCS	ODM	CO	Survey questions confirmed, and media release sent out in February 2018 to advise the community. Survey completed and results to be presented to Council in July 2018.
					12.2.2 Review, report and act on appropriate survey results, formal submissions and specific consultations	2017-21	CEO	ELT		Community Satisfaction Survey results are analysed and reported to Council annually.
				12.3 Implement a Project Management System.	12.3.1 Review and improve current processes	2017-18	ELT	DI		
					12.3.2 Implement a centralised Project Management System utilised throughout the organisation.	2017-18	ELT	DI DCS		
				12.4 Review council services for efficiency, effectiveness and quality.	12.4.1 Prioritise services for a detailed review	2017-18	CEO	ELT		
					12.4.2 Identify relevant benchmarks for a service review	2018	CEO	ELT		
					12.4.3 Implement an improvement plan	2018-21	CEO	ELT		
					12.4.4 Implement the IT Strategy	2017-21	DCS	ITM	CO	We remain on target for the completion of the initiatives as per the ICT Strategic plan.
				13.1 Engage and partner with organisations, businesses and individuals to increase co-ordination and avoid duplication of resources when common objectives are identified	13.1.1 Conduct Skills audit of community organisations	2018-19	DDP	CDRC		Work with community organisations to identify gaps.
					13.1.2 Identify areas in which to increase co-operation	2018-21	CEO	ELT		
					13.1.3 Form strategies and partnerships for key issues / projects	2018-21	CEO	ELT	CO	Some examples include the Saleyards redevelopment, advocacy for the Swan Hill Bridge replacement, housing in Robinvale, and the Swan Hill hospital.
				13.2 Encourage and support Council representatives to obtain positions on relevant boards that support council's activities, providing these duties do not conflict with Council responsibilities.	13.2.1 Identify Key Board positions	2018-19	CEO	ELT		

			14.2.2 Regular meetings with relevant bodies to determine needs	2017-21	CEO	DDP	CO	A Swan Hill needs a new Hospital group has been formed that includes officers and Councillors working with the community to advocate for a new hospital.
			14.2.3 Advocate State and Federal Government.	2017-21	CEO	DDP DCCS	CO	SHDH and the proposed redevelopment is a key part of Council's Advocacy Strategy. Swan Hill Needs a New Hospital campaign was initiated in June 2018, and the process has continued with various activities, and presentation of position letters to Minister, post-June.
		14.3 Advocate to State and Federal governments to fund priorities in Community Plans, Major Projects Plan and other key Council plans and strategies	14.3.1 Develop marketing material on key issues.	2018-19	CEO	ELT		A prospectus of potential government investment opportunities has been prepared and will continue to be updated.
			14.3.2 Strategically meet with key stakeholders and policy makers.	2017-21	CEO	ELT		The MRGCG has been particularly useful for Council in regional advocacy.
ENVIRONMENT								
	16. Sound policies and practices that protect and enhance our environment.	15.1 Be actively involved in external discussions that affect the Murray River, its tributaries and lake systems	15.1.1 Nominate a Councillor to represent Council on the Murray Darling Association.	2017	CEO	CEO	2017	Swan Hill Rural City Council has withdrawn its membership to the Murray Darling Association.
			15.1.2 Lodge submissions to Federal agencies via Murray River Group of Councils and report to Council.	2017-18	CEO	CEO	CO	CEO has contributed to the Murray River Group of Councils advocacy campaign ACT 2017. MRGCG continues to have a voice on the Socio-economic Impacts of the MDB Plan.
		15.2 Maintain and improve the condition of Lake Bogs forebore and its environs within our area of control in collaboration with other stakeholders.	15.2.1 Continue restoration works.	2017-21	DI	DDP WM PHRSC		Discussions with other stakeholders will begin on who is responsible for certain areas.
			15.2.2 Chair and attend Lake Bogs Land and On Water Management Plan meetings	2017-21	DDP	DDP	CO	Meetings of the committee are regular and a variety of projects are underway - including a grant for the construction for a new fishing platform.
		15.3 Seek to influence how environmental water is used within the municipality	15.3.1 Attain membership to Catchment Management Authorities (CMA).	2017-18	CEO	CEO		
			15.3.2 Seek a position on CMA committees	2017-18	CEO	CEO		
		15.4 Investigate opportunities to improve stormwater runoff from townships into the river	15.4.1 Complete an investigation	2018-20	DI	EPAM		1. Key issues identified with needed work scoped and created through the 10 Year Major Projects Plan. 2. Concerns are captured through System6, investigated with tasks assigned to the engineering design staff where needed. Ongoing
			15.4.2 Action recommendations	2020-21	DDP	DM		
			15.4.3 Identify funding opportunities and submit applications	2018-20	DI	EPAM		Ongoing
		15.5 Investigate alternative energy for council buildings, and a community solar option.	15.5.1 Identify additional buildings to connect to renewable energies.	2017-18	DI	DDP WM SEO	CO	Council has joined Sustainability Victoria Local Government Energy Saver Program to take advantage of initiatives targeted at identified resource constrained municipalities. Stream 1: Establish Local Government Corporate Emissions Profile and Reduction Plan. Stream 2: Local Government owned facility energy audits. Stream 3: Implementation of Retrofit Work (funding opportunities of up to \$100,000). Ongoing investigation of other options for facilities. Investigation of natural gas connection to Council owned buildings where possible.

			15.5.2 Prepare a business case for each option.	2017-18	DDP	DI	SEO	WM	CO	Sustainability Victoria has made available funding to identify resource constrained councils including the Swan Hill Rural City Council to participate in the Local Government Energy Saver Program and Council has accepted the invitation to participate. Stream 3 have been advanced and Council Officers are pursuing the opportunity to secure discounted battery storage on the Split St Office building to further reduce Council costs by maintaining behind the meter consumption of the solar generation at the site and protect critical IT equipment for frequency and voltage fluctuations and blackouts that can cost thousands of dollars to repair.
	15.6 Advocate for improved control on private and public land of fossil fuels and weeds		15.6.1 Engage with local Landcare groups	2018-19	DDP	DDP	SEO		CO	The 2017-18 program has been delayed however works are now underway to control identified pest and weed species. Potentially the works for the 2017-18 program will be complete by October of this year. Council has allocated proportional funding to each group to assist each group complete their programs based on total road length in each area. Funding applications for the 2018-19 program have been submitted and Council has provided a letter of support for each application. Council Officers continue to remain in close contact with Landcare Coordinators to assist groups in achieving the control targets and reporting requirements.
			15.6.2 Identify and reduce box them infestations.	2018-19	DDP	DDP	SEO		CO	Boxthorn control is being undertaken by landcare groups in the southern portion of the Malles Catchment Authority areas around Nymn Vale. Within the North Central Catchment Management Authority areas, boxthorn is being controlled in the Treco and Ymyr areas by landcare groups. Boxthorn still remains a huge issue and there are insistent resources to effectively have a region wide control program.
			15.6.3 Extend fruit fly program.	2018-19	DDP	DDP	EIDC		CO	External funding of \$1M obtained by industry with Council's assistance. \$4,650 grant received to assist with clearing up yards.
	15.7 Review our work methods to reduce the environmental impact of what we do		15.7.1 Review our fuel usage	2017-18	DI	DI	FOLEC		CO	Fuel consumption figures captured and reports being established within fleet management systems. Consumption data provided to council Environmental Officer for inclusion in energy and green house gas reduction study. Awaiting preliminary outcomes and recommendations. Preliminary report received and discussed. Main recommendation to replace 32 vehicles with electric (unrescuable). Other suggestions for reduction of fuel will be further investigated.
			15.7.2 Review plant and corporate fleet requirements.	2018-19	DDP	DDP	FOLEC		CO	Established plant committee to review plant and equipment requirements, current and future. Utilisation of all plant and vehicles captured and reports being established. Car pooling established across whole of Council. Car pool booking system established and accessible for all Council staff. Second meeting of Plant Committee to be scheduled in Feb to review half yearly utilisation reports and present 10-year plant replacement plan for discussion. Plant Committee meeting discussion on additional plant in road maintenance for increased sustainability of unrescuable fleet network. Adjusted replacement program to reflect latest priorities, identifying potentially unutilised plant, for discussion and action.
			15.7.3 Investigate and use where possible sustainable building practices	2018-18	DI	DI	WM		CO	We are exploring to use (where possible) less obtrusive means of signage as to minimise damage to each integrity and use reduction rather than concrete. Replacing excess signifiers to eliminate excessive watering, engaging investigators into reclaiming storm water.
			15.7.4 Investigate and use where possible recycled materials	2017-21	DI	DI	WM		CO	Recycled materials used in Nyrie Road median strip, (recycled material borders, drought tolerant plants, low maintenance landscaping). On-going in other areas as replacement is required.
	15.8 Define Councils approach to fulfilling our environmental enforcement obligations		15.8.1 Develop a clear Policy	2018	DDP	DDP	SEO		CO	The planning scheme covers all the requirements for Council's environmental enforcement obligations. The SEO assists the Planning Department with illegal native vegetation removal. DELWP have developed amended native vegetation management rules which are now in force. The Planning Scheme will need to be amended to incorporate all relevant changes. Council staff have completed training to acquaint themselves with the new regulations.
16. A waste management program that is environmentally and financially sustainable	16.1 Review and implement the Waste Management Plan.		16.1.1 Agree a revised and updated Waste Management Plan.	2017-18	DI	DI	EPAM		CO	Ongoing Review. Must be linked with the removal of the Waste Management Service Contracts due for re-tendering in 2020.
			16.1.2 Implement identified reviews.	2018-21	DI	DI	EPAM		CO	1. Ongoing progressive capping 2. Ongoing investigation into relocating the MRF from Gray Street to the Swan Hill Landfill site. 3. Implementing Key Schedule Capital Works (Ongoing) 4. Ongoing works to ensure compliance with EPA Licence conditions.
	16.2 Investigate opportunities for green waste and organic collection service		16.2.1 Review data for current green waste service	2018-19	DI	DI	EPAM		CO	Green waste service in place and it is expanding. Organize has been investigated by EDU. (Ongoing)
			16.2.2 Develop and implement a green waste information campaign	2018-19	DI	DI	EPAM		CO	Council officers are running a green waste management media campaign in September each year. A plan in place for promoting free green waste disposal at Rubrivale and Swan Hill Landfill one weekend per year.
			16.2.3 Investigate organic waste disposal opportunities	2017-18	DDP	DDP	EODM		CO	Working with Adelaide based business to establish a composting facility in the Swan Hill municipality.

	16.3 Continue to lobby for a state-wide container deposit scheme	16.3.1 Have the container deposit scheme identified as priority in the London Metro Waste Resource Recovery Forum	2017-21	CEO	DI					
	16.4 Develop projects that can be funded from the Victoria Sustainability Fund that provide environmental benefits for our community	16.4.1 Identify projects 16.4.2 Secure funding for identified projects.	2018-21 2019-20	DDP DDP	DM SEC DM SEC	CO CO	No viable projects identified at this stage. No viable projects identified at this stage.			

B.18.97 NATIONAL COMPETITION POLICY

Responsible Officer: Director Corporate Services
File Number: S16-25P-02-019
Attachments: 1 National Competition Policy

Declarations of Interest:

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

Summary

The reviewed National Competition Policy is presented for the approval of Council.

Adherence to this policy will ensure that Council complies with National Competition Principles on an ongoing basis.

Discussion

This policy has recently been reviewed and details the requirements of Council to maintain National Competition compliance.

To enable compliance, Council must:

- Comply with requirements of the National Competition Policy (NCP) in respect of the following three elements relevant to Local Government:
 - Trade Practices
 - Local Laws
 - Competitive Neutrality
- Comply with Competition and Consumer Legislation, which prohibits certain forms of anti-competitive behaviour, or risk severe penalties for breaches.

Consultation

All members of the Executive Leadership Team have reviewed the policy. The Policy was also presented at Councillor Assembly in October 2018.

Financial Implications

There are financial implications for breaching the National Competition Policy principles.

Social Implications

Nil

Economic Implications

Nil

Environmental Implications

Nil

Risk Management Implications

Noncompliance with the National Competition Policy principles could result in financial and reputational risks to Council.

Council Plan Strategy Addressed

Governance and leadership - Effective advocacy and strategic planning.

Options

Nil

Recommendation

That Council adopts the reviewed National Competition Policy as presented.

POLICY TITLE NATIONAL COMPETITION POLICY

POLICY NUMBER CPOL/GOV019

1. PURPOSE

The purpose of this policy is to ensure that Swan Hill Rural City Council (Council) complies with National Competition principles on an ongoing basis.

To enable compliance, Council must:

- Comply with requirements of the National Competition Policy (NCP) in respect of the following three elements relevant to Local Government:
 - Trade Practices
 - Local Laws
 - Competitive Neutrality
- Comply with Competition and Consumer Legislation, which prohibits certain forms of anti-competitive behaviour, or risk severe penalties for breaches.

2. SCOPE

The National Competition principles apply to all operations of Council.

3. POLICY

Council will:

3.1 Conduct an NCP awareness program throughout the organisation every four years.

3.2 Local Laws Compliance

- (a) Review the Local Laws of Council every five years to ensure the Local Laws do not restrict competition.
- (b) Identify any restriction on competition from any Local Law made or amended. If competition is restricted, Council will identify whether the benefits of the restriction to competition outweigh the costs and whether the objectives of the local law can only be achieved by restricting competition.

3.3 Competitive Neutrality Compliance

- (a) Remove or offset any net advantages arising from the Council control of significant business activities that may compete with the private sector.
- (b) Record whether any competitive neutrality complaints were made to the Victorian Office of the Commissioner for Better Regulations or Council during each year.

Attempt to resolve a Competitive Neutrality complaint early to prevent a form complaint being made to the Victorian Office of the Commissioner for Better Regulations.

RELATED POLICIES/DOCUMENTS

Procurement Policy POL/CORP229

RELATED LEGISLATION

Trade Practices Act 1974

Signed: _____ **Mayor** **Date:** _____

B.18.98 A REPORT TO A JOINT MEETING OF SWAN HILL RURAL CITY AND MURRAY RIVER SHIRE - REPLACEMENT OF THE SWAN HILL BRIDGE

Responsible Officer: Chief Executive Officer
File Number: S32-01-02-01
Attachments: 1 Bridge Advocacy Meeting Minutes 7
September 2018

Declarations of Interest:

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

Summary

The following report is an update for Council on the current status of the replacement of the Swan Hill Bridge by the Swan Hill Rural City Council/Murray River Council - Bridge replacement working group and their recommendations.

Discussion

Following the extensive investigations into the appropriate arrangement for the replacement of the Swan Hill Bridge the Victorian Planning Minister in 2012 approved an amendment to the Swan Hill Rural City Council Planning Scheme establishing the carriageway for the 9A alignment. Following the establishment of 9A as the proposed alignment significant community dissatisfaction with that decision became apparent. One indicator of their dissatisfaction was the ousting of three central ward Councillors at the November 2012 Council elections based upon their support for the 9A alignment. The election also saw two Councillors elected on a anti 9A Bridge alignment campaign platform.

In April 2014 the Swan Hill Rural City Council Resolved:

- 1. That Council endorse option 4B or a 4B variation as its preferred bridge option.**
- 2. That Council officers prepare a report outlining the process to be followed to put in place a planning overlay in relation to the 4B option including an estimate of the costs involved.**
- 3. That Council officers prepare a report outlining the process to be followed to remove the existing overlay in relation to the 9A option including the cost involved.**
- 4. That Council write to VicRoads, New South Wales Roads and Maritime Services, Wakool Shire Council, Victorian and New South Wales Ministers for Roads, local members of Parliament State and Federal, and the Wamba Wamba community making them aware of the Councils position.**

In response to resolution number three noted above Council retained legal advice from Russell Kennedy Solicitors and this advice was received by Council at its meeting of the 17th of February 2015. In relation to the matter of providing a public acquisition overlay over the 4B alignment and removing the same from the 9A alignment Russell Kennedy's advice says 'as outlined in this advice, Council cannot make these amendments on its own without support from VicRoads in particular and also support from Roads and Maritime Services New South Wales and Wakool Shire Council. There is nothing to stop Council investigating option 4B further. However, for the reasons identified in this advice this is likely to be futile without support from the other relevant agencies'.

In the concluding comments the advice states 'in practical terms Council would be unable to achieve an alternative bridge location without the full support of VicRoads and Roads and Maritime Services New South Wales'.

In 2017 the Wakool Shire Council was superseded by the creation of the Murray River Shire. The Murray River Shire since that time has implemented amendments to its local environmental plan, effectively establishing the corridor for the 9A alignment.

All of Council's advice suggested that the Planning Scheme Amendment was unlikely to be revisited unless there were some significant change in circumstances.

In 2017 Mr John Forrest advised that he had been working with Engineering Heritage Victoria looking at options for the replacement of the Swan Hill Bridge. Mr Forrest delivered a draft report dated July 2017, expressing an opinion on the heritage aspects of the proposal for retaining the heritage significance of the existing road bridge at Swan Hill. This report was prepared by members of the committee of Engineering Heritage Victoria.

In essence this proposal suggested the removal of particular elements of the existing Swan Hill Bridge that being those elements with heritage significance and relocating and protecting these elements at another location in proximity to the existing site. It then suggests with the removal of the existing Swan Hill Bridge that the new bridge to be built at an intermediate level with a lift span on an alignment, which is basically an extension of the Sea Lake Road across the Murray River, thus joining the Moulamein Road (significantly straightening out the existing alignment).

Formation of the Working Group

Council considered the draft report provided by Mr John Forrest at its meeting of 19 September 2017 and resolved:

That Council:

- 1. Enter into discussions with VicRoads, RMS, Murray River Council, Heritage Victoria and Heritage New South Wales to determine the potential for the existing bridge to be demolished and relocated and thus preserved in a different location and seek suitable undertakings and**

financial assurances in respect of the ongoing maintenance and refurbishment of this bridge.

- 2. Subject to the removal of heritage control on the existing bridge that Council request VicRoads to investigate an alternative alignment in line with what is proposed by the bridge action committee as expressed in the report dated July 2017.**
- 3. Write to the Swan Hill Bridge Position Action Committee advising them of its decision in relation to this matter and meet to discuss the proposal further.**

In actioning resolution number one Council has formed a working group comprising of two Councillors and one officer from both Swan Hill Rural City Council and the Murray River Council.

This working group has conducted two meetings. In the first meeting it was agreed to seek a meeting with VicRoads, Roads and Maritime Services (RMS) and Heritage New South Wales to discuss the proposal contained within the Engineering Heritage Victoria report.

At the second meeting representatives from VicRoads and RMS were present and gave the working group an update on progress in addressing the working groups request "that a review of the heritage controls on the Swan Hill Bridge be undertaken as a matter of urgency". This review is yet to commence but has been foreshadowed and RMS have indicated that they are doing preliminary work to inform any review of heritage controls on not only the Swan Hill bridge, but on all timber truss road bridges of heritage significance within New South Wales.

A significant change in circumstances

It is significant that the existing alignment option had not previously been fully considered. In the initial assessment of alternative bridge alignments for the replacement of the Swan Hill Bridge an alignment closely following the existing alignment option was briefly considered, but then excluded as it was not practical, given the heritage controls on the existing bridge.

The existing alignment option, although not fully considered and investigated at this time is likely to be feasible.

It is worth noting that the Murray River Crossings investment priority assessment dated January 2018 places the Swan Hill Bridge as the number one priority for replacement. This report assesses the condition of all Murray River Crossings between Victoria and New South Wales against a number of objectives. These objectives are:

1. Improve freight productivity
2. Provide a more reliable crossing
3. The asset condition

4. Improving connectivity
5. Supporting water activity
6. Ensuring a safe crossing

As stated above, when considered against these objectives and combined with the heavy vehicle volumes crossing these bridges the Swan Hill Bridge is ranked as number one for replacement.

It seems that there may now be the conditions necessary to describe a significant change in circumstances, that being that we now have before us (although not fully explored) a proposal for bridge replacement that appears to be logical that best matches existing traffic arrangements in respect of how traffic enters the Swan Hill City and that is potentially feasible. We also have a recently released report that places the replacement of the Swan Hill Bridge as the number one priority. This report also points out that there is a 400 km section of the Murray River in the North West of Victoria (South-west of New South Wales) that has no compliant Higher Mass Limits (HML) B-double rating. That is a significant impediment to freight productivity between both states.

Review of heritage controls on the Swan Hill Bridge

The heritage controls on the Swan Hill Bridge are problematic; their existence is to the exclusion of a viable replacement option for a river crossing between Swan Hill and Murray Downs if and when the Swan Hill Bridge is replaced.

If the existing bridge remains it will have little or no practical use and will therefore become a maintenance burden on the two State Road authorities and yet provide no useful crossing point over the river.

A bridge that is not of practical use will in time be drained of maintenance funds and will fall into disrepair and become a blight on our city landscape. There are a number of other comparable bridges within the region, which could be considered for heritage protection, it seems reasonable and practical that RMS and Heritage New South Wales should look at alternative bridges within the region to ensure that the heritage protections placed on these Percy Allan timber truss bridges are placed on the most appropriate structures to ensure that their heritage can be retained and preserved into the future.

This report suggests that perhaps the Swan Hill Bridge is not the best and most secure site to conserve this heritage.

At a joint meeting of Murray River Shire and Swan Hill Rural City Council held on the 13 November 2018 the following resolution was carried:

1. That both Council's write to RMS New South Wales requesting that it fast tracks its work that will lead to a review of the heritage controls on the Swan Hill Bridge.

2. That both Council's write to the office of Environment and Heritage New South Wales calling for a review of the heritage controls on the Murray River bridge crossings in light of the following:
 - a. The Murray River Crossings investment priority assessment report placing the Swan Hill Bridge as the number one priority for replacement; and
 - b. The community's deep dissatisfaction with the 9A alignment and the desire to explore the feasibility of the existing alignment option.
3. That both Councils write to Local State and Federal members offering a briefing on the subject.
4. That the proceedings of this meeting be referred to the next ordinary meeting of the Swan Hill Rural City Council and the Murray River Council for their endorsement and implementation.

Council Plan Strategy Addressed

Governance and leadership - Effective advocacy and strategic planning.

Options

Council may decide to adopt or vary the recommendation contained in this report.

Recommendation

That Council:

1. **Write to RMS New South Wales requesting that it fast tracks a review of the heritage controls on the Swan Hill Bridge.**
2. **Write to the office of Environment and Heritage New South Wales calling for a review of the heritage controls on the Murray River bridge crossings in light of the following:**
 - a. **The Murray River Crossings investment priority assessment report placing the Swan Hill Bridge as the number one priority for replacement; and**
 - b. **The community's deep dissatisfaction with the 9A alignment and the desire to explore the feasibility of the existing alignment option.**
3. **Write to Local State and Federal members offering a briefing on the subject.**

Swan Hill Rural City Council /Murray River Council

Joint committee – reviewing the replacement of the Murray River Bridge at Swan Hill

MINUTES

Date: Friday, 7 September 2018 at 8.30am
Venue: Executive Room – Swan Hill Rural City Council, 45 Splatt Street, Swan Hill
Chair: Cr Les McPhee

In Attendance: Cr Les McPhee (SHRCC) les.mcphee@swanhill.vic.gov.au
 Cr Bill Moar (SHRCC) bill.moar@swanhill.vic.gov.au
 Cr Ann Crowe (MRC) acrowe@murrayriver.nsw.gov.au
 Cr Neil Gorey (MRC) ngorey@murrayriver.nsw.gov.au
 John McLinden, CEO (SHRCC) john.mclinden@swanhill.vic.gov.au
 Brian Westley (VicRoads) Brian.Westley@roads.vic.gov.au
 Daya Govender (VicRoads) Daya.Govender@roads.vic.gov.au
 Jonathan Tasker (Roads and Maritime Services) jonathan.TASKER@rms.nsw.gov.au
 Austin Evans (Member for Murray - New South Wales) murray@parliament.nsw.gov.au

Apologies: Des Bilske, GM (MRC) dbilske@murrayriver.nsw.gov.au

1. Introductions -

The Chair set the scene and explained the purpose of the meeting and gave a brief background of where we've been to get to this point in the discussions around the replacement of the Swan Hill Bridge.

Brian Westley of VicRoads introduced and explained a document entitled Murray River Crossings Investment Priority Assessment. This document was prepared in January 2018 and released approximately one month ago. The document provides a brief summary of the general arrangement and condition of each of the 32 bridge crossings across the Murray River between Victoria and New South Wales. The document then prioritises investment into the maintenance, renewal and replacement of these bridges based on their capacity to meet the service standards required of them and the freight task expected of the bridge now and into the future.

The report concludes:

1. The short term priority investment area is primarily located in the western length of the Murray River. This includes a section of over 400 km by road between Tocumwal and Euston/Robinvale, where there are no B-double HML crossings between New South Wales and Victoria, and that planning and development work has commenced on the Swan Hill Bridge and Tooleybuc Bridge assessed as the first two short term priorities. This process has highlighted the crossings that do not meet the objective criteria and is not focused on specific crossing solutions. The next steps will be to identify and prioritise solutions for the short, medium and longer term.

In summary, the top short term priority for investment is the Swan Hill Bridge.

VicRoads and Roads and Maritime Services (RMS) have made the offer to provide Council with a briefing on the investment priority assessment document. It's a

technical assessment that looks purely at the service level required of the bridge and the traffic demands currently and projected into the future.

2. Murray River timber truss bridge strategy

Roads and Maritime Services maintain all of the Murray River bridges, but the maintenance works are funded 50-50 between RMS and VicRoads.

"The timber truss road bridges - a strategic approach to conservation" document dated July 2011 was endorsed by Heritage New South Wales and approved for release in 2012. At that time there were 48 timber truss bridges left in New South Wales and the strategy identified that 26 were to be protected Swan Hill was one of those identified as a bridge to be protected and to remain.

Requesting a review of the 26

On the back of correspondence from this working party sent to VicRoads, Jonathan Tasker of Roads and Maritime Services advised that it is doing some work in preparation to request the office of Environment and Heritage to review the 26 bridges. At this time it is proposed that review will be on a statewide basis ensuring that the best and most appropriate bridges are retained. There are a number of considerations when considering which bridges are the most appropriate to provide heritage protection to, including those which are in easily accessible locations, those that exhibit significant heritage values and considering the service levels required of those bridges, given the ever-increasing size, speed and weight of freight vehicles. This will be a review of the heritage strategy outcomes and RMS are doing some preliminary work in this work. RMS is unable at this point to say when that work will be concluded.

3. Outcomes

As a result of the working party meeting the following outcomes are proposed:

1. Invite VicRoads and RMS to provide a briefing to both Murray River Council and Swan Hill Rural City, possibly at a joint meeting of those two councils on the following documents:
 - a. The Murray River Crossings investment priority assessment dated January 2018
 - b. Timber truss road bridges strategic approach to conservation dated July 2011; and
 - c. An update on RMS's work in responding to the request of this committee to review the heritage protections provided to the Swan Hill Bridge.
2. Following this briefing, a joint meeting of councils be held to receive and consider a report detailing the work of the joint working party to date and progress by RMS and the office of Environment and Heritage on reviewing the heritage controls on the Swan Hill bridge.

Outcomes of that meeting may include letters to VicRoads, RMS, the office of Environment and Heritage in both New South Wales and Victoria local members urging swift action on the review of the heritage controls on the Swan Hill Bridge.

SECTION C – DECISIONS WHICH NEED ACTION/RATIFICATION

C.18.19 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
901	Deed of Renewal of Lease – Spoons Riverside	Between Swan Hill Rural City Council and Murray Downs Golf & Country Club	13/11/18

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.18.20 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
11 October 2018 at 1.00pm, Robinvale Resource Centre**

AGENDA ITEMS

- Robinvale Subway proponents
- KSI's 1st Quarter
- OHS Management Plan Review
- Review of Special Rates 2014-2019 – Intent to declare a Special Rate for the Swan Hill Region
- Status Levee Bank
- Robinvale Pre-School
- Robinvale Library
- Tour of Robinvale

ADDITIONAL ITEMS DISCUSSED

- Nil

ATTENDANCE

Councillors

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

Apologies

- Cr Les McPhee

OFFICERS

- John McLinden, Chief Executive Officer
- Svetla Petkova, Director Infrastructure
- Bruce Myers, Director Community & Cultural Services
- Fiona Gormann, Economic and Community Development Manager

Other

- Roy Costa, Mr Singh and Geoff Sparks
- Vicki Shawcross, Acting CEO – Robinvale District Health
- Stella Healy, Robinvale Pre-School Committee
- Sarah Broster, Acting CEO – Robinvale College Principal

CONFLICT OF INTEREST

- Nil

COUNCILLOR ASSEMBLIES ATTENDANCE AND AGENDA
23 October 2018 at 1.00pm, Swan Hill Town Hall, Council Chambers

AGENDA ITEMS

- Peter Walsh, Member for Murray Plains, Leader of the Nationals
- National Competition Policy
- Boundary Bend
- Australia Day Review Report
- Stadium Budget endorsement
- Park Signage Strategy
- Local Law review
- Social Media Policy
- Discussion on workshop with Infrastructure Victoria on Mallee Regional Profile to be held on 30 October 2018
- Elise Kelly, Swan Hill District Health Promotion

ADDITIONAL ITEMS DISCUSSED

- Nil

ATTENDANCE

Councillors

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

Apologies

- Cr Gary Norton

OFFICERS

- John McLinden, Chief Executive Officer
- Heather Green, Director Development and Planning
- Svetla Petkova, Director Infrastructure
- David Lenton, Director Corporate Service
- Bruce Myers, Director Community & Cultural Services
- Fiona Gormann, Economic and Community Development Manager
- Muriel Scholz, Senior Economic Development officer
- Darren Rover, Regulatory Services – Authorised Office – Senior
- Felicia Chalmers Media and PR Coordinator
- Nathan Keighran, Liveability and Project Development Coordinator
- Amanda Smith, Economic Development and Events Support Officer
- Meagan Monk, Community Recreation & Grants Officer

Other

- Peter Walsh, Member for Murray Plains, Leader of the Nationals
- Elise Kelly and Gail Taylor, Swan Hill District Health Promotion

CONFLICT OF INTEREST

- Nil

COUNCILLOR ASSEMBLIES ATTENDANCE AND AGENDA

13 November 2018 at 12.30pm, Swan Hill Town Hall, Council Chambers

AGENDA ITEMS

- Purchase an additional truck and water tanker, e-combi roller and up-grade existing tractor
- 10 Year Major Projects – Councillors initial discussion/review of Projects (possible finalisation of plan)

ADDITIONAL ITEMS DISCUSSED

- Bendigo Cities request for support for its application to UNESCO to be a Creative City in the category of Gastronomy
- Additional Councillor Assembly on the 20 November 2018 3pm-3.45pm
- Underpass – McCallum Street, Channel No.9 Decommissioning

ATTENDANCE

Councillors

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

Apologies

- Nil

OFFICERS

- John McLinden, Chief Executive Officer
- Heather Green, Director Development and Planning
- Svetla Petkova, Director Infrastructure
- David Lenton, Director Corporate Service
- Bruce Myers, Director Community & Cultural Services
- Warren Snyder, Finance Manager

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